Six-Year Plans (2024): 2024-25 through 2029-30

Due: July 1, 2024

Institution:	***Virginia Polytechnic Institute & State University***
Institution UNITID:	208

Individual responsible for plan

Name(s) & Title(s):	Tim Hodge
Email address(es):	tlhodge@vt.edu
Telephone number(s):	540-231-6419

Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2024-26 Biennium
Virginia Polytechnic Institute & State University

Instructions: *Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2024-26 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.*

	Undergraduate Tuition and Mandatory Fees				
	2023-24	2024-25		2025-26	
	Charge (BOV approved)	Board Approved Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	$12,781	$13,153	2.9%	$13,797	4.9%
In-State UG Mandatory E&G Fees	$110	$113	2.7%	$119	4.9%
In-State UG Mandatory non-E&G Fees	$2,585	$2,684	3.8%	$2,816	4.9%
In-State UG Total	$15,476	$15,950	3.1%	$16,732	4.9%
Out-of-State UG Tuition	$33,394	$34,376	2.9%	$35,717	3.9%
Out-of-State UG Mandatory E&G Fees	$714	$717	0.4%	$745	3.9%
Out-of-State UG Mandatory non-E&G Fees	$2,585	$2,684	3.8%	$2,816	4.9%
Out-of-State UG Total	$36,693	$37,777	3.0%	$39,278	4.0%

Part 2: Revenue: 2022-23 through 2029-30
Virginia Polytechnic Institute & State University

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.
In line 25, enter E&G GF revenues for the current bienium and 2024-26 biennium if there is the final budget. The formulas will automatically hold that constant for the remaining years of 2026 to 2030.

Instructions: Provide a pro forma analysis of total tuition revenue in years 2026-2030 by holding T&F constant at the planned 2025-26 rate while incorporating your institution's submitted enrollment projections for each year through 2030. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

Items	2022-2023 (Actual)	2023-2024 (Actual)		2024-2025 (Estimate)		2025-2026 (Planned)		2026-2027 (Pro Forma)		2027-2028 (Pro Forma)		2028-2029 (Pro Forma)		2029-2030 (Pro Forma)			
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	2022-2030 Chg	CAGR
E&G Programs																	
Undergraduate, In-State	$235,592,237	$240,233,621	2.0%	$239,009,454	-0.5%	$245,350,417	2.7%	$243,955,578	-0.6%	$242,585,871	-0.6%	$243,936,165	0.6%	$245,324,158	0.6%	4%	0.6%
Undergraduate, Out-of-State	$299,946,642	$323,535,388	7.9%	$342,669,387	5.9%	$368,457,478	7.5%	$370,512,131	0.6%	$372,566,785	0.6%	$374,621,439	0.6%	$376,710,296	0.6%	26%	3.3%
Graduate, In-State	$16,703,941	$21,303,248	27.5%	$24,940,317	17.1%	$26,442,081	6.0%	$26,819,897	1.4%	$27,173,073	1.3%	$27,526,248	1.3%	$27,871,210	1.3%	67%	7.6%
Graduate, Out-of-State	$48,974,764	$48,529,416	-0.9%	$51,852,776	6.8%	$54,542,112	5.2%	$55,152,658	1.1%	$55,797,123	1.2%	$56,441,589	1.2%	$57,097,360	1.2%	17%	2.2%
Law, In-State	$0	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	%	%
Law, Out-of-State	$0	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	%	%
Medicine, In-State	$2,005,184	$2,036,384	1.6%	$2,360,245	15.9%	$2,428,692	2.9%	$2,428,692	0.0%	$3,051,434	25.6%	$3,611,901	18.4%	$4,234,643	17.2%	111%	11.3%
Medicine, Out-of-State	$8,234,555	$9,237,360	12.2%	$9,469,828	2.5%	$9,744,453	2.9%	$9,744,453	0.0%	$12,165,050	24.8%	$14,647,713	20.4%	$17,068,310	16.5%	107%	11.0%
Dentistry, In-State	$0	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	%	%
Dentistry, Out-of-State	$0	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	%	%
PharmD, In-State	$0	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	%	%
PharmD, Out-of-State	$0	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	$0	%	%	%
Veterinary Medicine, In-State	$8,351,709	$8,616,651	3.2%	$8,170,357	-5.2%	$8,407,297	2.9%	$8,407,297	0.0%	$8,407,297	0.0%	$8,407,297	0.0%	$8,407,297	0.0%	1%	0.1%
Veterinary Medicine, Out-of-State	$7,898,689	$8,594,649	8.8%	$9,400,067	9.4%	$9,672,669	2.9%	$9,672,669	0.0%	$9,672,669	0.0%	$9,672,669	0.0%	$9,672,669	0.0%	22%	2.9%
First Professional, In-State (Total)	$10,356,893	$10,653,036	2.9%	$10,530,602	-1.1%	$10,835,989	2.9%	$10,835,989	0.0%	$11,458,731	5.7%	$12,019,198	4.9%	$12,641,940	5.2%	22%	2.9%
First Professional, Out-of-State (Total)	$16,133,245	$17,832,009	10.5%	$18,869,895	5.8%	$19,417,122	2.9%	$19,417,122	0.0%	$21,837,719	12.5%	$24,320,382	11.4%	$26,740,979	10.0%	66%	7.5%
Other NGF	$101,212,992	$119,869,891	18.4%	$119,869,891	0.0%	$119,869,891	0.0%	$119,869,891	0.0%	$119,869,891	0.0%	$119,869,891	0.0%	$119,869,891	0.0%	18%	2.4%
Total E&G NGF Revenue	$728,920,714	$781,956,609	7.3%	$807,742,322	3.3%	$844,915,091	4.6%	$846,563,267	0.2%	$851,289,193	0.6%	$858,734,912	0.9%	$866,255,834	0.9%	19%	2.5%
E&G GF Revenue (assume flat after 2026)	$238,640,696	$265,218,454	11.1%	$265,218,454	0.0%	$265,218,454	0.0%	$265,218,454	0.0%	$265,218,454	0.0%	$265,218,454	0.0%	$265,218,454	0.0%	11%	1.5%
Total E&G Revenue	$967,561,410	$1,047,175,063	8.2%	$1,072,960,776	2.5%	$1,110,133,545	3.5%	$1,111,781,721	0.1%	$1,116,507,648	0.4%	$1,123,953,367	0.7%	$1,131,474,288	0.7%	17%	2.3%

Auxiliary Revenue	2022-2023 (Actual) Total Revenue	2023-2024 (Actual) Total Revenue	Chg	2024-2025 (Estimated) Total Revenue	Chg	2025-2026 (Planned) Total Revenue	Chg
In-State undergraduates	$46,239,358	$50,326,081	8.8%	$53,147,637	5.6%	$55,831,595	5.1%
All Other students	$34,824,078	$37,901,897	8.8%	$40,026,885	5.6%	$42,048,245	5.1%
Total non-E&G fee revenue	$81,063,436	$88,227,978	8.8%	$93,174,522	5.6%	$97,879,840	5.1%
Total Auxiliary Revenue	$413,608,830	$459,051,616	11.0%	$481,659,206	4.9%	$500,714,542	4.0%

Part 3: Financial Aid Plan: 2022-23 through 2029-30
Virginia Polytechnic Institute & State University

Instructions: *Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. 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 distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

***2022-23 (Actual) Please see footnote below**

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$235,592,237	$12,180,556	5.2%	$12,180,556	$15,223,029	$7,767,710	$258,582,977	13.6%	$0 Compliant
Undergraduate, Out-of-State	$299,946,642	$6,632,946	2.2%	$6,632,946	$9,728,859	$58,950	$309,734,452	5.3%	
Graduate, In-State	$16,703,941	$409,303	2.5%	$409,303	$11,383,602	$0	$28,087,543	42.0%	
Graduate, Out-of-State	$48,974,764	$93,300	0.2%	$93,300	$16,034,507	$0	$65,009,270	24.8%	
First Professional, In-State	$10,356,893	$421,750	4.1%	$421,750	$0	$0	$10,356,893	4.1%	
First Professional, Out-of-State	$16,133,245	$1,626,102	10.1%	$1,626,102	$0	$0	$16,133,245	10.1%	
Total	$627,707,722	$21,363,956	**3.4%**	$21,363,956	$52,369,997	$7,826,660	$687,904,379	11.9%	

2023-24 (Actual)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$240,233,621	$12,869,656	5.4%	$12,869,656	$17,040,544	$9,924,762	$267,198,928	14.9%	$0 Compliant
Undergraduate, Out-of-State	$323,535,388	$7,774,600	2.4%	$7,774,600	$12,658,986	$178,074	$336,372,448	6.1%	
Graduate, In-State	$21,303,248	$505,468	2.4%	$505,468	$7,634,119	$1,347,868	$30,285,235	31.3%	
Graduate, Out-of-State	$48,529,416	$0	%	$0	$19,945,392	$146,177	$68,620,985	29.3%	
First Professional, In-State	$10,653,036	$459,430	4.3%	$459,430	$0	$0	$10,653,036	4.3%	
First Professional, Out-of-State	$17,832,009	$1,640,820	9.2%	$1,640,820	$0	$0	$17,832,009	9.2%	
Total	$662,086,718	$23,249,974	**3.5%**	$23,249,974	$57,279,042	$11,596,881	$730,962,641	12.6%	

2024-25 (Estimated)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$239,009,454	$8,310,138	3.5%	$8,310,138	$24,530,555	$9,998,363	$273,538,371	15.7%	$0 Compliant
Undergraduate, Out-of-State	$342,669,387	$7,653,968	2.2%	$7,653,968	$14,936,230	$78,890	$357,684,507	6.3%	
Graduate, In-State	$24,940,317	$716,466	2.9%	$716,466	$9,017,336	$1,555,975	$35,513,628	31.8%	
Graduate, Out-of-State	$51,852,776	$0	%	$0	$22,685,503	$6,532	$74,544,811	30.4%	
First Professional, In-State	$10,530,602	$449,342	4.3%	$449,342	$0	$0	$10,530,602	4.3%	
First Professional, Out-of-State	$18,869,895	$1,808,889	9.6%	$1,808,889	$0	$0	$18,869,895	9.6%	
Total	$687,872,431	$18,938,803	**2.8%**	$18,938,803	$71,169,623	$11,639,759	$770,681,814	13.2%	

2025-26 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$245,350,417	$9,445,814	3.8%	$9,445,814	$28,537,135	$10,828,965	$284,716,518	17.1%	$0 Compliant
Undergraduate, Out-of-State	$368,457,478	$8,938,592	2.4%	$8,938,592	$16,784,772	$140,352	$385,382,602	6.7%	
Graduate, In-State	$26,442,081	$761,224	2.9%	$761,224	$9,580,647	$1,709,428	$37,732,157	31.9%	
Graduate, Out-of-State	$54,542,112	$0	%	$0	$23,862,083	$6,871	$78,411,066	30.4%	
First Professional, In-State	$10,835,989	$461,861	4.3%	$461,861	$0	$0	$10,835,989	4.3%	
First Professional, Out-of-State	$19,417,122	$1,859,287	9.6%	$1,859,287	$0	$0	$19,417,122	9.6%	
Total	$725,045,200	$21,466,777	**3.0%**	$21,466,777	$78,764,637	$12,685,617	$816,495,454	13.8%	

2026-27 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$243,955,578	$10,183,951	4.2%	$10,183,951	$31,983,704	$10,903,256	$286,842,537	18.5%	$0 Compliant
Undergraduate, Out-of-State	$370,512,131	$9,744,966	2.6%	$9,744,966	$17,650,609	$140,507	$388,303,246	7.1%	
Graduate, In-State	$26,819,897	$772,051	2.9%	$772,051	$9,716,921	$1,732,036	$38,268,854	31.9%	
Graduate, Out-of-State	$55,152,658	$0	%	$0	$24,129,196	$6,948	$79,288,802	30.4%	
First Professional, In-State	$10,835,989	$461,861	4.3%	$461,861	$0	$0	$10,835,989	4.3%	
First Professional, Out-of-State	$19,417,122	$1,859,287	9.6%	$1,859,287	$0	$0	$19,417,122	9.6%	
Total	$726,693,376	$23,022,116	**3.2%**	$23,022,116	$83,480,429	$12,782,746	$822,956,551	14.5%	

2027-28 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$242,585,871	$10,922,864	4.5%	$10,922,864	$35,432,495	$10,978,537	$288,996,904	19.8%	$0 Compliant
Undergraduate, Out-of-State	$372,566,785	$10,551,340	2.8%	$10,551,340	$18,516,445	$140,661	$391,223,891	7.5%	
Graduate, In-State	$27,173,073	$782,173	2.9%	$782,173	$9,844,308	$1,753,169	$38,770,549	31.9%	
Graduate, Out-of-State	$55,797,123	$0	%	$0	$24,411,148	$7,029	$80,215,301	30.4%	
First Professional, In-State	$11,458,731	$727,787	6.4%	$727,787	$0	$0	$11,458,731	6.4%	
First Professional, Out-of-State	$21,837,719	$2,911,148	13.3%	$2,911,148	$0	$0	$21,837,719	13.3%	
Total	$731,419,302	$25,895,311	**3.5%**	$25,895,311	$88,204,396	$12,879,396	$832,503,094	15.3%	

2028-29 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$243,936,165	$10,981,777	4.5%	$10,981,777	$36,161,287	$11,053,818	$291,151,270	20.0%
Undergraduate, Out-of-State	$374,621,439	$11,357,714	3.0%	$11,357,714	$19,382,282	$140,815	$394,144,535	7.8%
Graduate, In-State	$27,526,248	$792,294	2.9%	$792,294	$9,971,694	$1,774,302	$39,272,245	31.9%
Graduate, Out-of-State	$56,441,589	$0	%	$0	$24,693,100	$7,110	$81,141,799	30.4%
First Professional, In-State	$12,019,198	$880,697	7.3%	$880,697	$0	$0	$12,019,198	7.3%
First Professional, Out-of-State	$24,320,382	$3,583,525	14.7%	$3,583,525	$0	$0	$24,320,382	14.7%
Total	$738,865,021	$27,596,006	**3.7%**	$27,596,006	$90,208,364	$12,976,045	$842,049,430	15.5%

2029-30 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	$245,324,158	$11,041,853	4.5%	$11,041,853	$36,893,414	$11,130,584	$293,348,157	20.1%
Undergraduate, Out-of-State	$376,710,296	$12,164,775	3.2%	$12,164,775	$20,249,531	$140,971	$397,100,797	8.2%
Graduate, In-State	$27,871,210	$802,180	2.9%	$802,180	$10,096,118	$1,794,944	$39,762,273	31.9%
Graduate, Out-of-State	$57,097,360	$0	%	$0	$24,980,000	$7,193	$82,084,553	30.4%
First Professional, In-State	$12,641,940	$1,048,649	8.3%	$1,048,649	$0	$0	$12,641,940	8.3%
First Professional, Out-of-State	$26,740,979	$4,240,859	15.9%	$4,240,859	$0	$0	$26,740,979	15.9%
Total	$746,385,943	$29,298,316	**3.9%**	$29,298,316	$92,219,063	$13,073,693	$851,678,699	15.8%

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
Virginia Polytechnic Institute & State University

Instructions: 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 and other expenditure increases. Provide a concise description in the "Notes" column (column O), including a % increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively (i.e. cost increases vs. 2023-24). Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2024-26 in this worksheet. A separate worksheet (Part 6) is provided for institutions to request additional GF support for 2024-26. 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 6, General Fund Request, of 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.

Lines 5 and 6 are newly added to collect the estimated E&G expenditures of 2022-23 and 2023-24 as baselines for Tab 5 Pro Forma.

For the 2026-28 biennium and 2028-2030 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Please estimate total E&G expenditures for 2022-23 and 2023-24

Total Estimated 2022-23 E&G Expenditures	$967,561,410
Total Estimated 2023-24 E&G Expenditures	$1,047,175,063

		Incremental amounts relative to 2023-24 estimated baseline										
		2024-2025			2025-2026			2026-2027	2027-2028	2028-2029	2029-2030	
Short Title		**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Explanation Please be brief; reference specific narrative question for more detail.**
Salary & benefit increases for existing employees												
Increase T&R Faculty Salaries		$5,918,834	$0	$5,918,834	$12,030,030	$0	$12,030,030	$16,395,367	$21,200,333	$26,608,295	$32,803,125	3.0% increase in FY25 & FY26, 2.0% FY27-FY30
Increase Admin. Faculty Salaries		$3,359,686	$0	$3,359,686	$6,820,163	$0	$6,820,163	$9,263,551	$11,926,417	$14,899,299	$18,283,275	3.0% increase in FY25 & FY26, 2.0% FY27-FY30
Increase University Staff Salaries		$1,725,410	$0	$1,725,410	$3,502,582	$0	$3,502,582	$4,757,415	$6,107,396	$7,579,525	$9,203,245	3.0% increase in FY25 & FY26, 2.0% FY27-FY30
Increase Classified Staff Salaries		$486,654	$0	$486,654	$987,908	$0	$987,908	$1,341,835	$1,726,138	$2,152,346	$2,633,246	3.0% increase in FY25 & FY26, 2.0% FY27-FY30
Increase GTA Salaries		$789,200	$0	$789,200	$1,602,076	$0	$1,602,076	$2,176,035	$2,801,550	$3,499,889	$4,294,795	3.0% increase in FY25 & FY26, 2.0% FY27-FY30
Increase Adjunct Faculty Salaries		$113,815	$0	$113,815	$231,329	$0	$231,329	$315,272	$407,668	$511,659	$630,782	3.0% increase in FY25 & FY26, 2.0% FY27-FY30
6.3% state health insurance cost (FY25), 3.0% in out-years		$3,021,163	$0	$3,021,163	$3,021,163	$0	$3,021,163	$4,509,693	$6,070,749	$7,678,636	$9,334,759	6.3% increase FY25, 0.0% increase in FY26, 3.0% increase FY27-FY30
Supplement T&R Faculty Salaries		$0	$0		$4,092,165	$0	$4,092,165	$9,038,896	$14,481,413	$20,606,937	$27,623,734	1.0% FY26, 1.4% FY27-FY30 to advance state goals
Supplement Admin. Faculty Salaries		$0	$0		$0	$0	$0	$2,767,591	$5,783,783	$9,151,125	$12,984,107	1.4% FY27-FY30 to advance state goals
Supplement University Staff Salaries		$0	$0		$0	$0	$0	$286,349	$597,274	$942,103	$1,331,180	1.0% FY27-FY30 to advance state goals
Supplement GTA Salaries		$0	$0		$0	$0	$0	$650,115	$1,358,628	$2,149,626	$3,050,005	1.4% FY27-FY30 to advance state goals
Supplement Adjunct Faculty Salaries		$0	$0		$78,731	$0	$78,731	$173,812	$278,468	$396,257	$531,186	1.0% FY26, 1.4% FY27-FY30 to advance state goals
Inflationary non-personnel cost increases												
IT Contract Inflation		$400,000	$0	$400,000	$800,000	$0	$800,000	$1,200,000	$1,600,000	$2,000,000	$2,400,000	Inflationary IT costs must be addressed to maintain consistent delivery of institutional services.
Utilities, Fixed Cost Inflation		$1,500,000	$0	$1,500,000	$3,000,000	$0	$3,000,000	$4,500,000	$6,000,000	$7,500,000	$9,000,000	Increased costs utility services, leases, and other fixed costs must be addressed to maintain consistent delivery of institutional services.
Library Inflation		$350,000	$0	$350,000	$700,000	$0	$700,000	$1,050,000	$1,400,000	$1,750,000	$2,100,000	Annual investment is needed to offset increase costs of subscription-based survives and information platforms to maintain the library collection.
Financial aid expansion												
Access & Affordability (Virginia Tech Advantage)		$2,595,560	$0	$2,595,560	$5,135,787	$0	$5,135,787	$6,693,012	$9,570,131	$11,274,750	$12,981,009	Increased financial aid to support affordability
New/expanded academic programs												
Expand Graduate Enrollment in High-Demand Disciplines		$1,540,000	$0	$1,540,000	$2,100,000	$0	$2,100,000	$2,660,000	$3,240,000	$3,800,000	$4,360,000	Support the evolving workforce needs of the Commonwealth.
Expand Medical Education to Address Physician Shortage		$412,156	$0	$412,156	$412,156	$0	$412,156	$412,156	$3,296,464	$6,180,574	$9,064,882	Address shortage of physicians in the Commonwealth.
Academic Excellence & Undergraduate Enrollment		$3,640,000	$0	$3,640,000	$7,320,000	$0	$7,320,000	$11,080,000	$14,920,000	$18,800,000	$22,760,000	Maintain relevant high-quality academic programs to advance shared university and state goals
Position Commonwealth for economic growth in high impact areas including Health and Biomedical Sciences, Integrated Security, AI, Quantum		$0	$0	$0	$4,500,000	$0	$4,500,000	$7,500,000	$10,500,000	$13,500,000	$16,500,000	Position academic programs to advance high impact areas including: Health and Biomedical Sciences, Integrated Security, AI, Quantum to position the Commonwealth for leadership in emerging industries of high potential and economic value.
Other academic & student support strategies & initiatives												
Support Student Success and Faculty Talent		$2,182,760	$0	$2,182,760	$4,289,180	$0	$4,289,180	$6,328,040	$8,309,340	$10,326,900	$12,286,900	Improve student retention, persistence, graduation rates, and workforce readiness (C1-C5) and faculty startup.
Other non-academic strategies & initiatives												
Leverage Technology and Improve Security		$2,053,657	$0	$2,053,657	$5,175,564	$0	$5,175,564	$7,960,000	$10,770,000	$13,670,000	$16,660,000	Leverage technology to improve efficiency and effectiveness while enhancing security.
Compliance, Safety, Security, & Critical Needs		$1,000,000	$0	$1,000,000	$3,880,000	$0	$3,880,000	$5,860,000	$7,870,000	$9,910,000	$11,980,000	Ensure compliance with unfunded mandates and standards, safety & security needs, manage an inflationary, and address increasing competition
Facility Renewal		$250,000	$0	$250,000	$3,250,000	$0	$3,250,000	$5,250,000	$7,750,000	$10,250,000	$10,250,000	Managing increasing student expectations across an aging infrastructure to maximize utilization.
O&M for New Facilities		$8,446,819	$0	$8,446,819	$9,029,649	$0	$9,029,649	$11,030,000	$13,030,000	$15,030,000	$17,030,000	Support O&M for projects coming online
State GF Tuition Moderation Support		$0	$9,000,000	-$9,000,000	$0	$9,000,000	-$9,000,000	-$9,000,000	-$9,000,000	-$9,000,000	-$9,000,000	The Commonwealth GF support helped hold down tuition for FY25.
Reallocation Program - VT plans to reallocate $25M over 5 years.		$0	$5,000,000	-$5,000,000	$0	$10,000,000	-$10,000,000	-$15,000,000	-$20,000,000	-$25,000,000	-$25,000,000	The university is working to reallocate $25 million of base funding over 5 years to help support strategic initiatives.
Total Additional Funding Need		**$39,785,714**	**$14,000,000**	**$25,785,714**	**$81,958,483**	**$19,000,000**	**$62,958,483**	**$99,199,139**	**$141,995,751**	**$186,167,920**	**$236,076,231**	

Part 5: Six-year Pro Forma Calculations: 2022-23 through 2029-30
Virginia Polytechnic Institute & State University

Instructions: No new data needs to be added on this tab; it is entirely comprised by formulas. The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2022-23 GF/NGF split. *At the bottom is a blended scenario calculator that a user can leverage to calculate* custom *"shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically.* This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab.

																From FY23-FY30	
Baseline Pro Forma Surplus/Deficit	**2022-2023 (Actual)**	**2023-2024 (Actual)**	**Chg**	**2024-2025 (Est.)**	**Chg**	**2025-2026 (Plan)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**Total Chg**	**Avg Annual Chg**
Total E&G GF Revenue from Tab2, flat after 2025-26	238,640,696	265,218,454	11%	265,218,454	0%	265,218,454	0%	265,218,454	0%	265,218,454	0%	265,218,454	0%	265,218,454	0%	11%	2%
Tuition discount rate	11.9%	12.6%	0.747pt	13.2%	0.599pt	13.8%	0.627pt	14.5%	0.665pt	15.3%	0.758pt	15.5%	0.279pt	15.8%	0.272pt	3.947pt	%
Total E&G NGF Revenue	728,920,714	781,956,609	7%	807,742,322	3%	844,915,091	5%	846,563,267	0%	851,289,193	1%	858,734,912	1%	866,255,834	1%	19%	3%
Incremental E&G NGF Revenue vs. prior yr		53,035,895		25,785,714	-51%	37,172,769	44%	1,648,176	-96%	4,725,926	187%	7,445,719	58%	7,520,922	1%	-86%	
Total E&G Revenue	967,561,410	1,047,175,063	8%	1,072,960,776	2%	1,110,133,545	3%	1,111,781,721	0%	1,116,507,648	0%	1,123,953,367	1%	1,131,474,288	1%	8%	1%
Implied GF % of E&G	24.7%	25.3%	0.7pt	24.7%	-0.6pt	23.9%	-0.8pt	23.9%	0pt	23.8%	-0.1pt	23.6%	-0.2pt	23.4%	-0.2pt	-1.2pt	%
Total E&G Expenditures	967,561,410	1,047,175,063	8%	1,072,960,777	2%	1,110,133,545	3%	1,127,374,202	2%	1,170,170,814	4%	1,214,342,983	4%	1,264,251,293	4%	31%	4%
Incremental E&G Expenditures vs. 2023-24				39,785,714		81,958,483	106%	99,199,139	21%	141,995,751	43%	186,167,920	31%	236,076,231	27%	493%	
Reallocation of existing dollars (flat after 2025-26)				14,000,000		19,000,000	36%	19,000,000		19,000,000		19,000,000		19,000,000			
Pro Forma Surplus/Deficit	-	-	%	(0)	%	(0)	**202%**	(15,592,481)	**7935718421%**	(53,663,166)	**244%**	(90,389,617)	**68%**	(132,777,005)	**47%**	**204259398786%**	29179914112%
Incremental Surplus/Deficit	-	-	%	**(0)**	%	**(0)**	**102%**	**(15,592,481)**	**11859140847%**	**(38,070,685)**	**144%**	**(36,726,451)**	**-4%**	**(42,387,388)**	**15%**	**65207242936%**	9315320419%

What would a constant GF/NGF ratio at 2023-24 levels imply for T&F and GF increases?																	
	2022-2023 (Actual)	**2023-2024 (Actual)**	**Chg**	**2024-2025**	**Chg**	**2025-2026**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**Total Chg**	**Avg Annual Chg**
GF % of E&G	**24.7%**	**25.3%**	0.7pt	**24.7%**	-0.6pt	**24.7%**	0pt	**24.7%**	0pt	**24.7%**	0pt	**24.7%**	0pt	**24.7%**	0pt	0.1pt	0pt
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	0pt	1.4%	1.4pt	3.4%	2pt	3.2%	-0.1pt	3.7%	0.5pt	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	0pt	1.5%	1.5pt	3.5%	2.1pt	3.4%	-0.1pt	4.0%	0.5pt	%	%

Blended Scenario Calculator - Share of Deficit	Expenditure reductions	0%	<< Input percentages here
Covered by Each Source (Must add up to 100%)	T&F increases	0%	
	GF increases	0%	
	TOTAL	**0%**	

	2022-2023 (Actual)	**2023-2024 (Actual)**	**Chg**	**2024-2025**	**Chg**	**2025-2026**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**Total Chg**	**Avg Annual Chg**
Implied E&G Expenditure Reduction (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	24.7%	25.3%	0.7pt	24.7%	-0.6pt	23.9%	-0.8pt	23.9%	0pt	23.8%	-0.1pt	23.6%	-0.2pt	23.4%	-0.2pt	-1.2pt	-0.2pt

Part 6: General Fund (GF) Request: 2024-2026 Biennium
Virginia Polytechnic Institute & State University

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2024-26 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 4 and place it in bold print to draw attention to its connection to Part 6. 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/Explanation Please be brief; reference specific narrative question for more detail.
			Biennium 2024-2026 (7/1/24-6/30/26)				
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	2024-2025		2025-2026		
			Total Amount	GF Support	Total Amount	GF Support	
1	Virginia Military Survivors and Dependents Education Program	General Operations Support			$11,983,255	$11,983,255	State support is requested for the Commonwealth's Virginia Military Survivors and Dependents Education Program (VMSDEP). This critically important program has experienced significant growth in recent years and is expected to continue to grow. The requested amount reflects the estimated cost of FY25 actual foregone revenue offset by Virginia Tech's FY24 share of base VMSDEP support from SCHEV. This amount has been adjusted for base support housed in the State Council of Higher Education for Virginia, but has not been offset for one-time state support resulting from the 2024 Special Session. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.
2	Moderate in-state Tuition Increases - Reduce planned increase from 4.9% to 0.0%	General Operations Support			$15,887,791	$15,887,791	Inflationary pressures and other unavoidable cost increases continue to pressure the university. Incremental state investment would enable the university to mitigate tuition increases for in-state students from 4.9% to 0.0%.
3	Increase Need-Based Student Financial Aid for Virginia Undergraduates	Financial Aid			$6,140,227	$3,600,000	The university continues to invest in the Virginia Tech Advantage, a multi-year initiative funded by multiple sources including institutional and significant philanthropy to leverage governmental support (state and federal funding). The program is designed to remove financial barriers and provide a comprehensive educational experience for Virginia undergraduates with unmet financial need. The initiative also expands programs that leverage the best practices to close gaps in success metrics for all students.
4	Expand Medical Education	Economic Development			$8,751,881	$8,339,725	As the Commonwealth's only MD-granting school in western Virginia, the Virginia Tech Carilion School of Medicine (VTCSOM) has an opportunity to build on its success and increase the number of physicians in the Commonwealth, particularly in southwest Virginia to address the shortage of physicians. General Fund support will ensure that VTSCOM can open additional seats for Virginia residents and offer competitive in-state tuition rates to exemplary students who will improve health care in communities across the Commonwealth. Expanding the access and affordability to Virginians is intended to help physicians remain in Virginia.
5	Support for Unique Military Activities	Student Success			$702,152	$702,152	Unique Military Activities supports the Corps of Cadets at Virginia Tech. Virginia Tech seeks General Fund support to enhance its recruiting, support comprehensive leadership development programs, maintain quality, and fund escalating costs. As a vital part of Virginia Tech's mission, the Corps of Cadets instills core values of discipline, honor, and service in cadets, preparing cadets for both the military and civilian workforce.
6	O&M of New Facilities	OTHER (Please specify in description)			$9,029,649	$1,029,246	O&M of new facilities coming online is needed for the Innovation Campus Academic Building, Undergraduate Science Laboratory, and Hitt Hall. Consistent with the TTIP MOU, the university anticipates identifying nongeneral funds to support the cost of the Innovation Campus Academic Building O&M.
			$0	$0	$52,494,955	$41,542,169	

2024 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Virginia Polytechnic Institute & State University (Agency 208)

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals as articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives, especially as they relate to the Commonwealth's goals.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

Please be comprehensive but as concise as possible with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review sessions later this summer.

Please save this narrative document with your institution's name added to the file name.

SECTION A: MISSION & PRIORITIES

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. What is your institutional mission? Please share any plans you have to change your mission over the six-year period.

Inspired by our land-grant identity and guided by our motto, Ut Prosim (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world.

In the fall of 2020, Virginia Tech completed revisions to its long-term strategic plan: **The Virginia Tech Difference: Advancing Beyond Boundaries.** Based on the university's vision, motto, and core values, the framework of the plan is centered around four strategic pillars:

1. Advance Regional, National, and Global Impact
2. Elevate the Ut Prosim (That I May Serve) Difference
3. Be a Destination for Talent
4. Ensure Institutional Excellence

These four pillars are aligned with our mission and will continue to be the foundation of our strategic direction over the next six years.

The two key strategic initiatives are Global Distinction and the Virginia Tech Advantage.

The **Virginia Tech Advantage** serves as the university's commitment to offer a broad educational experience to undergraduate students from Virginia who have financial need. The initiative is designed to increase scholarship dollars for in-state students, provide basic support for unmet needs, help with career preparation, and be used to offer transformational learning experiences. More than 5,500 Virginia Tech undergraduate students who hail from Virginia have demonstrated financial need. Virginia Tech **Global Distinction** centers on the university's commitment to elevate the international prominence of the institution and strengthen our capacity to act as a force for positive change. This is key to driving Virginia's innovation ecosystem and helping grow the state economy.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? What are your institution's greatest opportunities for improvement?

Strengths/Areas of Distinctiveness

- Our Faculty; world-leading educators, researchers and administrators that enable and underpin all that we do
- Historic land-grant commitment to affordable education for Virginia residents
- An engine of talent development and economic mobility
- Partnerships with the Commonwealth and the private sector focused on developing a dynamic workforce, fueling entrepreneurship, and attracting leading global companies
- Diverse and balanced research portfolio leading to transformative advances in research frontier areas of health sciences, security, artificial intelligence and quantum information sciences.
- Ut Prosim: culture of service to others
- Cooperative Extension presence in every county of the state, 11 Area Research and Extension Centers (ARECS) through the state, and

- Distributed instructional facilities in Blacksburg, Roanoke, Richmond, and Northern Virginia
- Strong student demand – multiple years of record applications for admission and increasing representation of underserved students

Opportunities

- Promote access and affordability by removing financial barriers for all Virginia residents and providing programs and services that prepare students to be successful after graduation
- Enhance programs that improve students' academic success, including providing a community of peers and mentors, and expanding opportunities for research, learning, and discovery.
- Remain at the forefront of the innovation economy through sustained investment in the university's diverse and balanced research program portfolio to advance partnerships and the state economy
- Deliver the state's advanced workforce needs through targeted undergraduate programs on the Blacksburg campus and market-driven professional graduate education opportunities throughout the Commonwealth.
- Continue to deliver strong value to students through high-quality, in-demand academic programs and relevant experiential learning.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the strengths and/or opportunities for improvement mentioned above and will ultimately drive better outcomes for students.

1) **Global Distinction:** By continuing to enhance our reputation as a top research institution, Virginia Tech will increase competitive research grant funding, attracting talent and industry interest in the Commonwealth of Virginia. Research universities deliver cutting-edge education and an environment conducive to addressing workforce needs and building new partnerships. Research funding and industry partnerships are key measures of an environment that students (and companies) desire, enhancing the Commonwealth's economic development opportunities.
2) **Access and Affordability (Virginia Tech Advantage):** Increase need-based student financial aid for Virginia undergraduates and programs to support student success and well-being. While VT has been successful in increasing access, with over 40 percent of the entering undergraduate class identifying as first generation, low-income, veteran, or underrepresented minority, many students among these populations are financially vulnerable. Virginia Tech currently lags peer institutions in the level of aid it is able to provide for low-and-middle income students. Continued state investment in access and affordability will be leveraged with institutional investments to provide additional, impactful need-based aid. This will help ensure that all Virginians have an opportunity to enhance their social and economic mobility and contribute to the Commonwealth's economic success.

3) **Moderate in-state tuition increases:** In partnership with the Commonwealth, VT can continue to moderate in-state tuition increases and mitigate the inflationary burden on our students and families.
4) **Meet the workforce needs of the Commonwealth:** Continued growth of the university's contributions to Virginia's Tech Talent Investment Program and, with new state support, expansion of **medical education** to address the shortage of physicians in Virginia.

A4. What support can OpSix provide to help you achieve those strategies? Please include both budget and policy requests and reference Part I of your submission where appropriate.

- VMSDEP – State support is requested for the Commonwealth's Virginia Military Survivors and Dependents Education Program (VMSDEP). This critically important program has experienced significant growth in recent years and is expected to continue to grow. The requested amount reflects the estimated cost of FY25 actual foregone revenue offset by Virginia Tech's FY24 share of base VMSDEP support from SCHEV. This amount has been adjusted for base support housed in the State Council of Higher Education for Virginia, but has not been offset for one-time state support resulting from the 2024 Special Session. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.
- Moderate In-State Tuition Increases – Incremental flexible state investment will enable the university to mitigate the impact of inflation and other cost drivers on in-state tuition.
- Increase need-based student financial aid for Virginia undergraduates – The university recently launched the *Virginia Tech Advantage* program to address this gap in order to improve affordability, student success, and well-being. A major component of this new initiative is increased funding for resident undergraduate financial aid from state, institutional, and private sources. As a part of this, the university has embarked on a major private fund-raising campaign and supplemented funded scholarships with significant institutional reallocations. Increased state support will leverage this funding to realize maximum impact. Providing financial aid support will help the university attract more low- and middle-income students to Virginia Tech, advance affordability and student success, and reduce undergraduate student debt among our most financially vulnerable populations.
- Expand Medical Education – State investment will facilitate growth at the Virginia Tech Carilion School of Medicine to address the shortage of physicians in the Commonwealth by growing enrollment and accelerating throughput. VTCSOM has not received a direct state appropriation for E&G programs and consequently is the partnership, while committed to the school, is challenged to expand enrollment and throughput significantly to meet the need for more physicians, offer lower in-state tuition to residents of Virginia or help with affordability (a key priority of the LCME accreditation). A resident tuition rate would increase VTCSOM's ability to attract Virginia residents to the program and retain them as part of the state workforce. Expanding access and affordability to Virginians is intended to help graduates remain in the Commonwealth to meet state needs.

- Support for Unique Military Activities – Unique Military Activities supports the Corps of Cadets at Virginia Tech. Virginia Tech seeks General Fund support to enhance its recruiting, support comprehensive leadership development programs, maintain quality, and fund escalating costs. As a vital part of Virginia Tech's mission, the Corps of Cadets instills core values of discipline, honor, and service in cadets, preparing cadets for both the military and civilian workforce. Adequate resources are critical for delivering the next generation of leaders for the Commonwealth in defense, intelligence, and other industries important to the state economy.
- O&M of New Facilities – GF support for O&M of new facilities coming online is needed for the Undergraduate Science Laboratory and Hitt Hall.

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant.

- Having set an undergraduate enrollment goal of 30,000 students by 2023, Virginia Tech achieved that goal in 2020-21 and has since maintained enrollment within a few hundred students of the 2023 goal due to capacity constraints. The number of applications has continued to increase dramatically, from 30,770 first time in college (FTIC) in 2020-21 to 52,365 for the fall 2024 admissions cycle. Based on student surveys and subjective analyses, the primary drivers appear to be academic reputation of the following programs:
    - Multiple degrees within our highly ranked College of Engineering, particularly computer science, electrical and computer engineering, mechanical engineering and aerospace engineering
    - Global management and information technology programs in our Pamplin College of Business
    - Neurosciences in the College of Science
    - Interdisciplinary degrees that draw from multiple traditional academic programs such as our recently introduced majors in cybersecurity, management and data analytics, and sports media analytics.
- Also, Virginia Tech students are successful in retention, persistence, and time to graduation measures.
- Virginia Tech is working to enhance programs to ensure that all students are equally successful.

B2. Please summarize your enrollment management strategy moving forward and the specific actions (if any) you are taking to implement that strategy.

- Virginia Tech will continue to work to remain competitive in key markets both in the Commonwealth, across the country, and in international markets.
- Promoting programs with strong career indicators in key areas of labor shortage will also continue to be an area of emphasis. A focus on recruiting an incoming class that advances the institutional commitment to underserved students also continues to be a priority.
- A data driven recruitment approach that focuses on data segmentation and key statistics will allow Virginia Tech to maintain or enter new markets efficiently and effectively.
- Deliberate efforts are underway to expand enrollment of graduate students.

B3. How ambitious/realistic/conservative are the enrollment projections you most recently submitted to SCHEV? What are the greatest unknowns or risks that could lead enrollment to differ significantly from your projections? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.

- As many colleges struggle with enrollment, Virginia Tech has maintained steady enrollment. Enrollment projections submitted in May 2023 were, and continue to be, realistic, but managing the stronger demand of applications is a challenge with a limited number of undergraduate seats. Prior to 2018, Virginia Tech's offer rate was consistently in the 70-75% range. Given strong applicant demand, it has dropped to around 57% for the last two admissions cycles. This increased demand challenges the land-grant mission to be accessible.
- An extremely competitive landscape in college admissions and enrollment is expected to continue. As other institutions increase financial aid packages, particularly for underserved high achieving students, Virginia Tech will need additional resources to remain competitive, particularly in attracting Pell-eligible and other strategic populations.
- With higher-than-average household incomes, Virginia high school graduates are a prime and growing target for many out-of-state public and private flagship universities. Aggressive recruiting strategies to draw Virginia students out of state are detrimental not only to Virginia collegiate enrollment, but also in Virginia's ability to develop and maintain the talented workforce necessary to expand the Commonwealth's economy.

B4. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).

Undergraduate enrollment

- The university will maintain its on-going commitment to serve Virginia undergraduates.
- Modest growth in out-of-state undergraduates to meet state workforce needs and enhance quality.
- The university will work to enhance affordability for Virginia undergraduates to ensure that all residents have affordable access through the *Virginia Tech Advantage* program. Reallocations will minimize the cost impact of discounting strategies.

Graduate enrollment

- Planned growth to meet university commitment under the Tech Talent Investment Program
- Growth in strategic masters' programs – particularly in professional degree programs - will position graduates to meet changing demands of the state economy.

Professional

- Through partnership with the Commonwealth, growth in medical education can address the shortage of physicians in Virginia. Reducing financial pressure on in-state students is expected to help retain graduates in the Commonwealth.

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and when you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030).

- Virginia Tech's strategic plan established a goal of a 73% 4-year graduation rate by 2028 (2024 FTIC cohort) and an 80% three-year graduation rate for transfer students by 2028 (2025 transfer cohort).
- The FTIC goal represents a 0.7% increase per year for six years. The transfer goal is a 0.3% increase per year for six years.
- The strategy calls for closing differentials for all underrepresented and underserved populations.
- Pandemic impacts make the goals more aspirational than when they were originally established. Retention from the first to second fall dropped slightly (0.5% to 1%) for the 2020 and 2021 cohorts, which will likely impact the 4-year graduation goal. Students from historically marginalized and low-income backgrounds were more negatively impacted by the pandemic. Differential impacts had closed for the 2017 cohort, however the gap reappeared for the 2018 cohort graduation completion in 2022.

C2. What specific strategies/actions are you planning to take to achieve those goals? How will you draw on successes/challenges from your prior completion outcome improvement strategies?

- Annual evaluation of retention, progression, and graduation outcomes are incorporated into Virginia Tech's strategic plan. Ongoing measurement and evaluation at the college-level promotes continuous improvement around completion goals.
- Increasing financial aid will be important for reducing extraordinary financial pressures on Virginia undergraduate students.
- Virginia Tech's comprehensive transfer strategy provides a model for improving completion outcomes. The transfer initiative includes pre-admission advising, degree pathways, specialized orientation and onboarding, a living learning (residential) community (LLC), first-year experience course, and mentoring program. This integrated strategy has led to an increase in three-year graduation rates with consistent outcomes for all students, including underrepresented and underserved transfer students.
- Virginia Tech is replicating a program for first generation students similar to the transfer initiative. The First Scholars Initiative includes: i) opening a first-generation LLC that will co-locate first-generation students in university housing; ii) targeting outreach and support from academic advisors and student success professional staff; and iii) targeting programming to enhance belonging and persistence.
- As part of a new program, the *Virginia Tech Advantage*, the university is working to study student outcomes and improve student success and well-being and remove potential barriers.

C3. How will you use existing/recently provided resources to execute those strategies? Will you be requesting incremental state resources? Please state the request and rationale and explicitly tie to Part I of your planning template.

- Understanding that new incremental resources will not be sufficient to fund the university's strategic aspirations, Virginia Tech has established a goal of $25M base reallocation over the next 5 years to help fund a portion of university initiatives. These reallocated funds will leverage self-generated resources and new General Fund support.

<u>The *Virginia Tech Advantage*</u>

- In addition to reducing barriers for Virginia undergraduates with unmet financial need, this initiative will expand implementation of high-impact practices, including a data-driven approach to academic advising, the use of LLCs, and degree-embedded experiential learning. The university will also enhance and replicate successful programs that bolster retention and completion outcomes. An intentional effort to expand advising and targeted strategies like coaching, mentorships, and student engagement will position students to graduate on-time and successfully transition into professional careers with Virginia employers through internship programs.
- Existing and new incremental state investment for resident undergraduate financial aid will be leveraged with existing and new institutional funds and an ambitious fundraising campaign.

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C4. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What do the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program.
• New graduates are surveyed each academic year to determine their first destination after their undergraduate degree (e.g., employment, continuing education, military service, public service, or still seeking) and their perceived career preparation. Findings are shared with degree programs and student support offices to inform continuous improvement strategies and academic program design. • Virginia Tech First Destination Report • Recent efforts include analyzing data by demographic indicators to determine how different socio-economic groups by program of study have access to work-based learning opportunities prior to graduation. Results inform programming to improve appropriate student career preparation experiences without expanding time to degree.

C5. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships) during their time at your institution? How will you draw on successes/challenges from prior initiatives?
• Virginia Tech promotes a "career everywhere culture" through partnerships between Career and Professional Development, Academic Advising Initiatives, academic colleges, and on-campus employers. Programs include professional development for academic advisors, faculty, and staff through the Career Champions program; IGrow training for supervisors of on-campus student workers; and Campus InternEXP to increase on-campus internships. • First Year Experience courses invite Career and Professional Development faculty to guide students through career exploration in their first year, including introduction to the Handshake platform through which students identify and apply for internships and jobs. • Bridge Experiences is a curriculum and course redesign initiative to build transcriptable, career-related experiential learning (e.g., internship, undergraduate research) into every Virginia Tech degree. The five-year goal is included in the university strategic plan metric tracked annually and represents the Quality Enhancement Plan required by Virginia Tech's SACSCOC accreditor.

- As the largest producer of STEM degrees in the Commonwealth, Virginia Tech strives to align educational opportunities with the evolving needs of Virginia's economy. University departments and research institutes have developed a number of programs designed to engage students in real-world problem solving. For example, 800 undergraduate students are working on projects with the National Security Institute and its industry partners, providing meaningful, hands-on experiences with emerging technologies like drones, machine learning, and artificial intelligence. With university survey data demonstrating a connection between paid undergraduate research experience and post-graduate success, the university will continue to prioritize undergraduate engagement in research and other work-based opportunities.

C6. How do you intend to use existing/provided resources to execute those strategies? Will you be requesting incremental state resources? Please explicitly tie to Part I of your planning template.

- The university continues to engage with the Virginia Talent + Opportunity Partnership to connect existing institutional infrastructure, such as the Career and Professional Development Office, to employers in the Commonwealth who can offer students meaningful work-based learning experiences. The Virginia Tech Transporation Institute has developed an innovative, experiential learning program known as *InternHub* which allows students to work on high-tech automotive projects during the academic year and complete a related summer internship with an industry partner in their corporate environments. Graduates learn to apply practical knowledge and skill sets towards solving pressing challenges in the automotive industry and are likely to receive employment offers from sponsoring industry partners.
- State support for university research initiatives will buttress the Commonwealth's reputation as a global leader in innovation across emerging technological frontiers, growing the economy and providing experiential learning opportunities for students. In FY23, the university's research enterprise received 2,311 new awards. FY23 expenditures grew 28% over FY22 resulting in Virginia Tech surpassing its strategic plan goal two years earlier than planned. Virginia Tech's portfolio includes programs that span from basic discovery-driven science to applied use-inspired research that engages industry partners. This research enterprise has produced transformative advances in health, technology, and the security of the citizens of the Commonwealth. Direct state investment will enhance Virginia Tech's overall competitiveness for recent major federal investment in research and development of quantum information, advanced computing, and health. Additional information on Virginia Tech's research enterprise is in section I1.
- Consistent with the vision outlined in the Governor's "Compete to Win" economic development policy, Virginia Tech aspires to expand its prominent role in making the Commonwealth a top destination for talent. Through its Tech Talent partnership with the Commonwealth and associated collaborations with industry leaders, Virginia Tech has demonstrated its ability to design and adapt cutting-edge academic programming and initiatives to fill the growing demand for talent in emerging areas like artificial intelligence, machine-learning, quantum information science engineering, and data science. Future success in these partnerships will require a nimble, targeted approach

to create productive alignment between academic programs and future workforce demand. Working with the Commonwealth, Virginia Tech is well-positioned to close talent gaps by developing capacity and scaling growth in strategic, high-value academic disciplines.

WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C7. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment?

- Significant efforts have yielded memoranda of understanding (MOUs) with other institutions in the Commonwealth to create pathways into the Tech Talent Investment Program related degrees. The university expects to continue supplying talent for computer science and engineering-related needs as these MOUs are being implemented.
- Virginia Tech remains one of the top national producers of engineering talent that is aligned with workforce needs in a variety of areas including cybersecurity, manufacturing, and information technology.
- Virginia Tech is the top STEM producer in the state.
- As a comprehensive research institution, Virginia Tech has strong interaction with a wide range of industries and a broad array of academic programs.
- With the state's help, the Virginia Tech Carilion School of Medicine is well positioned to assist with the state's shortage of physicians.
- The Virginia Tech Corps of Cadets prepares leaders for defense, intelligence, and other industries important to the Virginia economy.

C8. What specific strategies/actions is your institution planning to take to better align your program offerings or degree conferrals to current and projected workforce needs? Please provide a list of specific programs you intend to sunset or grow in the next 6 years to increase alignment, partnerships/initiatives you intend to launch or deepen, etc. If you intend to launch any new programs, please explain why your institution is particularly well-suited to succeed in that area.

- The university leverages labor market analytics data. We have implemented a program development and market research team that works with existing and proposed programs to understand their market position better, which allows for informed and strategic decision making. Findings are used to identify new enrollments, advance marketing materials, and shape curricular offerings to address workforce needs by specific locations. Labor market data has been used to inform proposed curricular offerings in Applied Data Science and to create graduate certificates recently approved by SCHEV, including Data Science in Chemical Engineering.
- Programs that do not meet the SCHEV program productivity standards are monitored annually to determine if they have made sufficient progress on enrollments and degree production. This process, together with continuous review of degree requirements (prerequisites, hours to degree, incorporation of experiential learning,

etc.), informs changes to the curriculum, initiation and discontinuation of programs, and generally aligns academic offerings with workforce needs.

- In order to enhance the alignment of current program offerings with the workforce needs, such as the teacher shortage in Virginia, Virginia Tech is seeking approval for two new graduate degree programs, the Masters of Master of Arts in Education (M.A.Ed.) degree program in Reading and Literacy Education and a Masters of Science (M.S.) degree program in Water Resources.
- In addition to continual evaluation and incremental updating of program offerings, the university recently initiated an in-depth, periodic review of courses and programs.
- The university continues to develop partnerships that can facilitate degree attainment and meet workforce needs associated with the Tech Talent Investment Program. In addition, the university is submitting a new degree proposal to SCHEV for approval of a Master of Science in Applied Data Science. This degree is designed to address workforce needs in the Commonwealth in data science by making enrollment accessible for professionals that have a wide variety of backgrounds and preparation.
- With the state's help, the Virginia Tech Carilion School of Medicine is well positioned to assist with the state's shortage of physicians by growing the size of its medical school class and creating an in-state tuition differential that will keep more Virginia students in the Commonwealth for medical school.
- The Corps of Cadets stands ready to develop the leaders needed in defense, intelligence, and other industries important to the Virginia economy.

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc.

Reducing financial barriers to higher education is a guiding principle of Virginia Tech's historic land-grant mission and a point of emphasis in the university's *Advancing Beyond Boundaries* strategic plan.

The university takes seriously the commitment it made with the Commonwealth of Virginia in its Management Agreement to mitigate the impact of tuition increases and reduce unmet need for Virginia residents. Virginia Tech has implemented programs to advance these goals. As part of this commitment, the university maintains the *Funds for the Future* scholarship program which protects most returning students with financial need from tuition rate increases, and the *Virginia Tech Scholarship*, which seeks to further reduce student need.

Although incremental investment in scholarship programs has allowed the university to make some progress in closing affordability gaps, net price benchmarking comparisons with peer institutions and an analysis of discount rates at Virginia's four-year public institutions highlight

a pressing need to further enhance the university's net price competitiveness for resident students, particularly from low- to middle income families.
In Fall of 2022, the university began planning for a new initiative designed to extend opportunities for a high-quality educational experience to all students regardless of financial circumstances. The culmination of this planning process led to the *Virginia Tech Advantage*, a university-wide, multiyear commitment to offer the full Virginia Tech educational experience to admitted Virginia undergraduate students. At scale, the program will remove barriers for more than 5,500 low- and middle-income students from the Commonwealth with unmet financial need by providing a strong foundation for academic success through enhanced resources, a community of peers and mentors, and scholarships and emergency funds. Programs are expected to enhance retention, persistence, and time-to-degree. Funding for this critical initiative will come from expanding private philanthropic support, leveraging state and institutional dollars, and some of the $25 million in university planned reallocations over five years.

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/ waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation?

- Virginia Tech works to minimize the cost of education while maximizing the value of a Virginia Tech degree.
- Pricing decisions are informed by the level of state support, market competitiveness and position, known or projected costs, and strategic investment needs.
- The university conducts periodic benchmarking with our peers to monitor trends in net price and tuition/fees.
- Peer benchmarking reveals that Virginia Tech ranked 13 out of 24 amongst its SCHEV peers, and 8 out of 15 amongst Virginia public institutions in total cost (list price) for in-state undergraduates (FY24).
- In the Institution-specific Fact Pack provided by SCHEV, Virginia Tech's Cost of Attendance as a proportion of household income declined from 2012-2022 from 40% to 35%; Additionally, the cost of attendance has grown 2.1% per year, trailing increases to the CPI.
- Virginia Tech also periodically reviews the **net price** data of peer institutions. Repeated analysis confirms that Virginia Tech is an outlier among peers with a higher out-of-pocket cost of attendance. Closing this affordability gap for low-income Virginia students will be advanced through the previously described Virginia Tech Advantage program.
- Scholarships and grants provided to reduce the cost of attendance for students and families are lower than peer institutions.

- The goal of Virginia Tech's financial aid strategy is to ensure a VT degree is affordable for all Virginians.
- 51% of Virginia residents at VT graduate with no educational debt; outperforming the national average by 2% (49% per 2023 College Board: Trends in College Pricing and Student Aid).
- VT graduates experience an exceptionally low default rate for student loans.
- The university has increased its population of Pell undergraduates by 10.9% over the last five years.
- The university aspires to lower net tuition costs, especially for low- and middle-income students.

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why?

While benchmarking indicates that Virginia Tech currently provides a lower level of institutional aid as well as total aid relative to its peers, the university continues to strive towards closing the net price gap. Enhancing the affordability of and access to opportunities for learning, research and discovery for Virginia residents will bolster the Commonwealth's human capital and its overall economic competitiveness. Virginia Tech continues to optimize strategies to leverage financial aid in a manner that supports overall enrollment planning, particularly among the highly competitive nonresident market. However, Virginia Tech's ability to use discounting strategies often employed by institutions with high sticker prices is limited due to the relatively low starting point of Virginia Tech's sticker price and the need to ensure full coverage of the cost of education for all nonresident students.

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health <u>and</u> focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data.

Costs that have recently experienced increases include:

- Given that 75% of E&G costs are personnel related, major cost drivers include compensation programs and health insurance increases.
- Maintaining competitive salaries, wages, and assistantship stipends particularly for lower-paid employees where markets have been accelerating.
- Mandated costs like the Virginia Military Survivors and Dependents Education Program (VMSDEP) have been rapidly accelerating without warning. VT appreciate state support to help offset a portion of the cost of this important program.
- Growing demand for student services like mental health counseling.
- Inflation is impacting costs from utilities and contracts to materials.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies.

Periodic administrative cost benchmarking demonstrates that Virginia Tech continues to rank favorably among its various peer groups in broadly accepted measures of administrative efficiency.

The university's cost structure has been consistent over the last decade with the relative proportion of expenditures across various functions experiencing only slight fluctuation. This trend is validated by slide 46 in the Virginia Tech Fact Pack which shows that the relative distribution of university expenditures by major classification has remained stable from 2013 to 2023, including Institutional/Administrative expenditures.

The university's rigorous budget process carefully contemplates new spending and seeks to focus limited resources on academic priorities and strategic initiatives that enhance the university's mission and quality. In addition, the university actively explores opportunities to streamline business processes, eliminate non-value-added functions, and invest in technologies that ensure the effective and scalable delivery of services to the campus community. Through the university's annual budget process, senior management units are asked to identify cost-savings strategies and goals that support their budget needs. The university also seeks to identify opportunities to further leverage technology and automation, elevate effective and scalable service delivery, eliminate duplicative work efforts, and enhance strategic flexibility. These efficiency efforts promote and facilitate cost-containment actions before considering new resource allocations.

For FY25, the university will continue to undergo a multi-year program to identify $25 million in base funding that can be reallocated to help fund strategic initiatives.

D6. Provide information about your institution's highest-priority E&G capital projects and requests (including new construction as well as renovations) over the six-year plan period and how they align to your enrollment trajectory, student outcomes improvement plans, or other strategic priorities. Please also reflect on your current E&G facilities utilization (especially classrooms, labs and student service areas), particularly in light of any recent trends that might impact space needs (e.g., enrollment trends, shifting learning modalities). How has square footage per student changed over time and why? What efforts have you made to reassess and further optimize the use of your existing facilities, and what has been the impact of those efforts to date? What do you intend to do in the next six years to increase utilization?

The university's top priority capital budget requests include i) Expand the Virginia Tech Carilion School of Medicine and the Fralin Biomedical Research Institute; ii) Renovate/Expand Chemistry and Physics Facilities; iii) Repair Derring Hall Building Envelope; and iv) Life/Health/Safety/Code Compliance. The projects are briefly described below.

i. **Expand the Virginia Tech Carilion School of Medicine and the Fralin Biomedical Research Institute:** Virginia Tech and Carilion Clinic have built a high-quality and productive partnership around the School of Medicine and the Biomedical Research program. This partnership has generated over $1 billion of combined economic impact since 2011 and, with the completion of the second research building in 2020, is

projected to reach $1.5 billion by 2027. This capital project request is to support two goals: i) increase the enrollment of medical students from 196 to 400 with the construction a new 100,000 gross square foot building; and ii) increase the research output of the Biomedical Research program with a 51,000 gross square foot renovation of existing space. Planning authorization for this project occurred in the 2023 General Assembly session. A request for construction authorization is forthcoming.

The Commonwealth and United States have well documented shortages of physicians, including a Virginia Healthcare Workforce Advisory Council's 2020 report that identified the need for 16.3 percent more physicians in the Commonwealth by 2026. The VTC School of Medicine has established a strong position among medical schools with an extraordinary demand by students seeking a medical education providing the skill sets of physicians trained as scientists. The school receives approximately 6,900 qualified applicants per year for its 49 class slots, and it could readily grow if it had larger facilities. The school is presently one of the smallest medical schools in the country with a class size of 51 students, or total enrollment of 199 students. The average size of the 155 medical schools in the U.S. is 608 students. A scale of 400 students would improve operational efficiency while simultaneously producing more physicians that could serve the Commonwealth.

The Fralin Biomedical Research Institute has generated unprecedented growth, including doubling its enterprise operations and laboratory facilities in Roanoke in a single decade. The research institute currently employs over 600 faculty, staff, and students including 42 faculty-led research teams focusing their innovations on preventing and providing new diagnostics and therapeutics for top health concerns impacting the Commonwealth and the nation. Funding for biomedical research is expected to grow substantially over the coming decade; thus, it is important that the Commonwealth be strategically positioned to continue competing at its high level of success for those outside dollars and research impacts. This project will ensure the research institute is positioned to grow at a steady pace and continue an upward trajectory. Without additional capacity, the potential growth of the research enterprise would be stunted. The research done within the Fralin Biomedical Research Institute directs national attention to the Commonwealth's leadership in the rapidly developing biomedical research fields of brain disorders, heart disease, cancer, and addiction.

ii. **Renovate/Expand Chemistry and Physics Facilities:** Virginia Tech leads the state in STEM-H degree production with over 5,550 degrees awarded annually. This represents 58 percent of Virginia Tech's total degree production and 26 percent of the Commonwealth's STEM-H degree production in public universities. The fields of Chemistry and Physics are fundamental courses for STEM-H degrees. The university's facilities for these disciplines were constructed in the 1960s and 1980s and are too small, outdated, and have become a choke point which is limiting for the type of instruction demanded by fields such as engineering. These departments also promote university-based research that produces outside investment in the Commonwealth. In the 2022 fiscal year, the Chemistry Department generated approximately $12 million in extramural research expenditures, and the Physics Department generated approximately $8.5 million in research activity. However, the age and size of the existing

chemistry and physics buildings are constraining the amount and type of research work that can be conducted.

This project will construct 53,000 gross square feet of new space and renovate 71,100 gross square feet of existing space to provide the space required to meet the enrollment and research demands of the university's STEM-H programs. Without this space, the progression of degrees for enrollments in the sciences and programs such as engineering will be impacted.

iii. **Repair Derring Hall Building Envelope:** This project was granted planning authorization during the 2024 Special Session I. As such, planning efforts are underway. Peering into the future, it is critical that construction authorization is provided. The Capital Budget Request Instructions released in May 2023 include a new capital priority for "*funding r*equests to address a significant maintenance reserve-type issue at an existing facility", as well as the Administration's stated capital priority number 4 of "renovations necessary for prolonging the life of existing spaces"; and this request is to repair the building envelope of Derring Hall. Derring Hall was built in 1969, is 208,000 gross square feet, has a Facility Condition Index score of 55 percent, and is the university's largest undergraduate science laboratory instruction building. Derring Hall is an essential building to deliver required undergraduate courses to students; however, the building is at risk because of significant spalling, delamination, and cracking of the exterior concrete walls, columns, parapets, and window sealants. A recent engineering study documented over 330 spalls, some as large as six square feet. Routine maintenance and Maintenance Reserve projects are not sufficient to address the repair needs of the building. The envelope is progressively deteriorating with accelerating moisture damage. The university commissioned a consultant study that shows the necessary long-term repair solution is to remove the loose concrete and install an overclad system to confine future spalls and protect the building from future moisture damage. These repairs would extend the service life of the building by 25 years.

iv. **Life, Health, Safety. Accessibility, and Code Compliance**: Virginia Tech is highly appreciative of the Commonwealth's decision to provide full construction authorization to complete the Campus Accessibility project. This project will ensure the safety, health, and accessibility of the campus environment, which is critical to the long-term success of the university and its service to the Commonwealth.

Please also reflect on your current E&G facilities utilization (especially classrooms, labs and student service areas), particularly in light of any recent trends that might impact space needs (e.g., enrollment trends, shifting learning modalities). How has square footage per student changed over time and why?

Over the past decade, 2014 to 2023, the university has become increasingly more efficient in terms of space per student. During this period, undergraduate enrollment grew by 6,100 while classroom space grew by 23,600 square feet and instructional laboratory space grew by 81,000

square feet. In terms of rates, over the decade, classroom and class laboratory spaces shrank from 26.7 square feet per student down to 24.7 square feet per student.

During this period, the university has managed space primarily by expanding its schedule slots to use facilities for more hours in the day, renovating older classroom inventory to accommodate new instruction practices, and shifting certain courses online.

The COVID-19 period provided an extraordinary opportunity to stress test the efficacy of alternative instructional modalities, including hybrid and online courses. During this period of operations, the university concluded that online instruction is a viable alternative for certain types of course material; however, the vast majority of the university's academic programs require in-person programming. This proved especially true for the STEM-H programs. Virginia Tech's utilization of a "hands-on, minds-on" instructional approach enhances the experiential learning, team, and laboratory experiences required to train the workforce expected to fulfill Commonwealth objectives such as the Top Jobs 21 goals and the Tech Talent Investment Program. Thus, appropriate facilities to support instruction remain critical for the university.

What efforts have you made to reassess and further optimize the use of your existing facilities, and what has been the impact of those efforts to date? What do you intend to do in the next six years to increase utilization?

The key long-term strategy for the university is to renovate outdated and underutilized assets in the core of campus to improve utilization and to enhance operational efficiency. As part of the university's biennial Six-Year Capital Planning process, it evaluates its existing inventory of assets for service and utilization and then prioritizes assets with the highest potential for impact on its Six-Year Capital Outlay Plan.

Over the past decade, the university has been shifting its capital outlay focus toward renovations of existing assets, in some cases demolishing deteriorated space and replacing it with new construction. As an illustration, there have been recent STEM-H projects such as the renovation of Davidson Hall in 2015, the renovation of Holden Hall in 2022, and the renovations of Randolph Hall that are underway. These types of projects provide a dramatic improvement to space utilization with minimal impact to operations and maintenance costs.

Looking forward, the university's 2024–2030 Capital Outlay Plan that was approved by the Board of Visitors in March 2023 includes seven (7) capital projects, six (6) of which are to renovate existing buildings and assets in the core of campus. This strategy is essential to meet the long-term requirements for STEM-H majors credit hours and completion of degrees in a timely manner.

A second key strategy is continuous process improvement to course scheduling including making use of the earlier and later hours in the day and redistributing course assignments to optimize each available instruction seat/station in the inventory. The university utilizes "smart" academic planning and scheduling solutions to forecast and align course demand with available faculty and facility resources, ensuring student degree progression is at the forefront of planning.

SECTION E: BUDGET REQUESTS

E1. Provide additional information for any budget requests in Part I of your planning template that are not described elsewhere in your narrative.
n/a

SECTION F: ECONOMIC DEVELOPMENT ANNUAL REPORT

F1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

The ongoing work of implementing Virginia Tech's *Beyond Boundaries* vision has shaped institutional contributions over the last year that are stimulating economic development across the Commonwealth. Key goals and themes connecting these efforts include:

Increasing Virginia Tech's regional, national, and global ***Impact:***

- Elevating the ***Ut Prosim Difference*** by addressing the current interconnected crises in public health and economic vitality, along with longer-term post-COVID restructuring and building more resilient systems.
- Bringing a uniquely ***Transdisciplinary***, high-impact approach to engagement, discovery, and learning.
- Building on the university's unique position to respond to issues across Virginia's spectrum of ***Urban and Rural*** communities.

A sampling of projects and initiatives advancing the vision include university-led, public-private partnerships in community development and real estate; research activities with direct relevance to key state industries; and high impact programs designed to meet the needs of local families, community partners, and business.

Innovation Campus

Virginia Tech continues development of the Innovation Campus at Potomac Yard, building on the strong foundation established in computer science and computer engineering to engage closely-related interests such as business analytics and intelligent interfaces, in partnership with the Commonwealth of Virginia and the private sector. The recent opening of the Potomac Yards-VT Metro Station will facilitate student, faculty, and staff access to the Academic I Building which is scheduled to be finished in 2024. Located near Amazon's HQ2 in Northern Virginia, the Innovation Campus is already bringing industry, government, and academia together to develop a dynamic approach to project-based learning and research that will shape the region and the state's future innovation economy. In 2023, Virginia Tech graduated 394 master's degrees in Computer Science and Computer Engineering.

Commonwealth Cyber Initiative

Virginia Tech is leading the statewide Commonwealth Cyber Initiative (CCI). CCI is Virginia's main access point for cybersecurity research, innovation, workforce development, and collaboration. Virginia Tech is successfully leading this statewide consortium in this critical domain to advance Virginia in this area and grow this sector of the economy.

Smart Farm Innovation Network™

Connecting Virginia Tech's interdisciplinary researchers and Virginia Cooperative Extension specialists and agents to producers, The Smart Farm Innovation Network™ develops and deploys a wide array of innovative technologies that will increase the overall efficiency, resilience, and sustainability of agricultural and natural resources production systems. The network is made up of about 120 interconnected locations — the Blacksburg campus, 11 Agricultural Research and Extension Centers, and 108 Virginia Cooperative Extension local unit offices. The network leverages the university's existing infrastructure to capitalize on its proximity to agricultural and natural resources industries around the Commonwealth and the state's soil, climate, and geographic diversity. The expanded seafood research center in downtown Hampton, which opened last fall, will be critical for sustaining Virginia's aquaculture industry and an important anchor for revitalizing downtown Hampton.

This network is an important component of a larger and more recently established Center for Advanced Innovation in Agriculture.

Virginia Alliance for Semiconductor Technology

The Growth and Opportunity for Virginia (GO Virginia) award of $3.3 million will fund the establishment of the Virginia Alliance for Semiconductor Technology (VAST) and the accompanying adult learning program for continuing professional development, Fast Track to Semiconductor Careers. Headquartered at the Virginia Tech Research Center in Arlington, VAST will leverage Northern Virginia's semiconductor and electronic component manufacturing industry and expertise of partner institutions across the Commonwealth, including nodes that will be established at George Mason University, the University of Virginia, Virginia Commonwealth University, Norfolk State University, and community colleges across the state, as well as the Virginia Tech Blacksburg campus.

Green Hydrogen Energy Demonstration Facility

A collaboration between the Virginia Tech Corporate Research Center, the Center for Economic and Community Engagement, private industry, and several community partners is helping Hampton Roads meet its growing energy needs while also exploring opportunities to expand energy sources for Virginia. The Corporate Research Center, a subsidiary of the Virginia Tech Foundation, oversees Tech Center Research Park in Newport News where $1.6 million in GO Virginia funds will be used to develop a 5,000- to 10,000-square-foot demonstration lab for the production of green hydrogen. Another $5 million in investments will come from ITA International, Genplant, W.M. Jordan Co., and the City of Newport News.

Internships

Virginia Tech's Center for Economic and Community Engagement receives support from the SCHEV V-TOP initiative to develop the Regional Internship Collaborative, serving the Blacksburg, Roanoke-Allegheny, and Lynchburg regions. The collaborative tries to build "easy buttons" for employers looking for interns and students looking for internships at all levels of education. There are programs which support internships and market opportunities for students at multiple schools and economic development organizations across the region. The group has worked to build a public online database of programs and contacts, and has hosted joint events, such as a recent internship fair for local companies in Christiansburg with students from New River Community College, Radford University, and Virginia Tech. The collaborative has also organized peer-to-peer webinars for businesses to share tips about starting and managing internship programs. Later this year, the collaborative hopes to share "starter kits" for employers to design programs and to provide opportunities to apply for state-supported HR help in managing these efforts.

SECTION G: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

G1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

On March 20, 2023, the Virginia Tech Board of Visitors approved a Resolution on Freedom of Expression and Inquiry, accepting the December 2022 report of the Task Force on Freedom of Expression and Inquiry (attached), endorsing the statement contained therein committing unequivocally to upholding freedom of speech and academic freedom, and requesting periodic updates on the implementation of suggested actions proposed in the task force report.

An annual report required in accordance with § 23.1-401.1(D) of the Code of Virginia outlines the university's commitment to free speech/freedom of expression. The report cites several policies and handbooks, some of which are in the process of regular cyclical review.

> The University's Speech on Campus Website that references applicable policy documents, the Speech on Campus Flyer, the annual Speech on Campus Report, and provides an incident reporting section for anyone experiencing issues with free speech or freedom of expression.
>
> Notification to the university community through Virginia Tech news and Virginia Tech Hokies on Track student app.

SECTION H: NEW SCHOOLS, SITES, AND MERGERS

H1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.
Virginia Tech has no new instructional sites, schools, or mergers planned for the next six-year period.

[OPTIONAL] SECTION I: RESEARCH

I1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?
Virginia Tech is investing in major research initiatives to bring together diverse expertise that transcend traditional disciplinary boundaries, in partnership with industry, government, and foundations, to address emerging challenges and opportunities that can improve the human condition and create a better world for all. These initiatives are the research frontiers: artificial intelligence, quantum, security, and health. Each frontier is at the intersection of Virginia Tech strengths, national and international priority, and capacity to create lasting impact on complex challenges. VT is investing in these areas by aligning opportunities, such as the Destination Area 2.0 program and the Presidential Postdoc Fellow Program, with the frontiers. The Destination Area 2.0 program supports transdisciplinary research in domains that will position Virginia Tech as a global leader in the area of interest. The Presidential Postdoc Fellowship Program seeks to strengthen the university's ability to recruit outstanding postdoctoral associates through faculty mentorships and support of research projects that are aligned with the university and sponsor research priorities. In addition, Virginia Tech's three thematic research institutes – the Fralin Biomedical Research Institute, the Virginia Tech Transportation Institute, and the recently established Virginia Tech National Security Institute, turn discoveries into impact through research, innovation, commercialization, and training in their focus areas. Virginia Tech leads two state-wide initiatives that unite Virginia's institutions of higher education towards impactful research, innovation and training in critical areas: the Commonwealth Cyber Initiative (CCI) and the newly forged Virginia Alliance for Semiconductor Technology (VAST). Virginia Tech's Innovations & Partnerships, a team dedicated to supporting all aspects of corporate partnerships, is seated in both Research & Innovation and Advancement and includes three centers: LINK + LICENSE + LAUNCH. These teams offer a full continuum of services to the Virginia Tech community, industry, foundations, and ecosystem partners to ensure partnerships grow and flourish and that the discoveries made at the university deliver economic and human impact.

The six-year plan includes building on significant momentum and milestones achieved over the prior six years including strategic partnerships with hundreds of leading companies around the country and world, as well as delivery of a full suite of resources to advance commercialization and new-venture creation. Specifically, six-year goals include continued build-out and/or delivery of: patent investment, technology assessment and marketing, negotiation and licensing, reporting and diligence, proof of concept program, Post-doctoral Innovation Fellows program, delivery of custom-built training programs including Tech Transfer Bootcamp and Start-Up Labs to a target audience of faculty and graduate students, participation in NSF i-Corps program and other similar federal programs intended to advance innovation and commercialization toward economic growth, new faculty orientation programs to support onboarding, undergraduate and graduate work-study programs, events and programming to celebrate inventors and build community, collaborations with the Virginia Innovation Partnership Corporation (VIPC), and coalition building in support of large federal programs.

The university will maintain a high-functioning technology transfer operation that can be trusted to deliver support as needed to the university community. Benefits include attracting and retaining enterprising faculty interested in transitioning technologies to the marketplace, as well as providing new career pathways for graduate students and post-doctoral fellows, while supporting economic growth by recruiting existing firms through talent pipelines and seeding new enterprise development. Recent improvements have yielded strong performance across all major metrics including corporate investment and sponsored programs, invention disclosures, licenses, and IP-based university start-ups.

In addition to the items mentioned above, Virginia Tech is also excited to leverage the new Commonwealth's support for the Virginia Tech Patient Research Center to advance clinical discovery, support the growth of Roanoke's Innovation Corridor, foster biotechnology startups, and to attract federal and industry opportunities to Virginia in collaboration with other schools and entities in Virginia

[OPTIONAL] SECTION J: COLLABORATION

J1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

Virginia Tech has a significant and broad range of collaborative activities and partnerships with other public higher education institutions and governmental entities, including the following:

- On-going investment to bolster research in the health sciences domain, including a partnership with the University of Virginia in iTHRIVE, an NIH-funded Clinical and Translational Science Award.
- VT continues to partner with Northern Virginia Community College and recently Germanna Community College on transfer agreements into the four-year cybersecurity management and analytics program in Business Information Technology.
- Virginia Tech has partnered with Christopher Newport, James Madison, Mary Washington, Radford, Virginia State, Virginia Military Institute, Hollins University, and Roanoke College to create graduate degree pathways in Computer Science and

Computer Engineering and advance Virginia's innovation economy under the Tech Talent Investment Program. Through the Innovation Campus, the university is also collaborating with leading Virginia employers, including Boeing to expand employment opportunities for veterans, and Northrop Grumman to support research and teaching in quantum information science and engineering.

- Current planning is underway with Radford University (RU) to develop a suit of collaborations focused on:
    - guaranteed admission of RU graduates to master's degree programs offered by Virginia Tech's Pamplin College of Business;
    - opportunities for joint education in criminal justice and forensics involving students taking courses at both universities, thus providing access to respective faculty expertise and avoiding duplication of course offerings;
    - facilitating membership of RU in 4VA with the goal of partnering with Virginia Tech in expanding learning opportunities for students; and
    - collaboration in support of exploring use of shared services for health sciences students in Roanoke.

Virginia Tech, through the Virginia Tech Patient Research Center, is working in collaboration with the University of Virginia, Virginia Commonwealth University, Old Dominion University, Virginia Innovation Partnership Authority, Virginia Health Bioscience Research Corporation, and the Virginia Biotechnology Research Partnership Authority to develop a research center of life science in Virginia. The research center of life science will increase and grow joint research projects and clinical trials; expand opportunities to leverage state funded life science efforts, programs, and initiatives; and expand options for including additional higher education institutions, especially Historically Black Colleges and Universities, in the statewide effort.

[OPTIONAL] SECTION K: STATE POLICY

K1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

In the nineteen years since the General Assembly passed the Restructured Higher Education Financial and Administrative Operations Act of 2005, Virginia Tech has experienced significant benefits through its ability to locally manage university processes and resources, which translate into benefits for the Commonwealth. Particularly in a period of constrained resources and growing fixed costs, the flexibility provided through Restructuring has allowed the university to make progress in important strategic areas. The benefits of the Restructuring Act permeate the operating culture of the university and facilitate decision-making at the ground level where the university can deploy efficient and specialized solutions to advance strategic objectives. More recently, enhanced flexibility for the enrollment of non-resident undergraduates allowed the university to strengthen quality for Virginia students and continue momentum on the implementation of innovative academic programs and the development of human capital to meet evolving market demand. Further potential improvements include:

- Tuition and Fee Authority: Ensure Board of Visitors retain authority over tuition and fee decisions, including the ability to provide special pricing for strategic populations.
    - Simplify the calculation of athletic fee compliance by eliminating annual increase calculation, avoiding unintended consequences of volatile athletic revenue.
- Retention of E&G interest earnings: eliminate the escrow requirement to ensure that university resources can be reliably budgeted and reduce pressure on other nongeneral fund sources (i.e. tuition).
- Talent recruitment and retention: allow the university to manage compensation and benefit programs for faculty and university staff without restriction by the state.
- Additional Procurement Authority: Eliminate daily eVA transactional posting. Ability to implement and maintain university small purchase and travel Pcard program. Autonomy to select the best construction delivery method for major capital projects without approval from Department of General Services.
- Increase IT Procurement Threshold: The threshold for CIO review for IT procurement should be increased to reflect inflationary increases and overall growth and importance of technology in university operations.
- Increased Flexibility over Academic Program Approval: Increased flexibility regarding academic program approval is especially critical in rapidly developing research and industry domains such as computer and data science, artificial intelligence, and biomedical research that are important for the state economy. The current program approval process can be cumbersome, and in some cases, the process is delayed for reasons that appear not to be substantive. Faculty are committed to delivering academic programs that meet the needs of students and employers, and any delay in the offering of these programs risks losing Virginia's competitive advantage in recruiting talented students and faculty as well as industry investment. To position the program approval process to more effectively meet the needs of future students, SCHEV can collaborate with IPAC to work towards a mutual consensus on principles of redesign of a more responsive academic program approval process.

[OPTIONAL] SECTION L: ADDITIONAL INFORMATION

L1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.
N/A