

MINUTES
UNIVERSITY ADVISORY COUNCIL ON
STRATEGIC BUDGETING AND PLANNING
November 21, 2019

PRESENT: Sanskriti Neupane (substitute for Blake Barnhill), Maria Balota (via Zoom), Scott Case, Terry Clements, Sherrie Clark-Deener (via Zoom), William Dougherty (via Zoom), Donald Hatfield (via Zoom), Tim Hodge, Maruf Hoque, Edward Lener, Erin McCann, and Jeff Early (substitute for Ken Smith).

ABSENT: Angel Carter, Cyril Clarke, John Fike, Bob Hicok, Ken Miller, Liza Morris, Cayce Myers, John Richey and Michael Sorrice.

1. CALL TO ORDER

Mr. Tim Hodge, Associate Vice President for Budget and Financial Planning, called the meeting to order.

2. APPROVAL OF THE OCTOBER 17, 2019 MINUTES

Mr. Hodge stated that the October 17, 2019 minutes have been approved and forwarded to the University Council for posting on the web.

3. UPDATE ON UNIVERSITY STRATEGIC PLAN – FEEDBACK ON CRITICAL MILESTONES

Erin McCann, Director for Strategic Planning, gave an update on the University Continuous Strategic Planning Process and the Continuous Strategic Planning Annual Milestones Report that was presented at the November VT Board of Visitors meeting. Through the presentation, Ms. McCann covered the Strategic Priority Milestones to the Council for their questions and feedback.

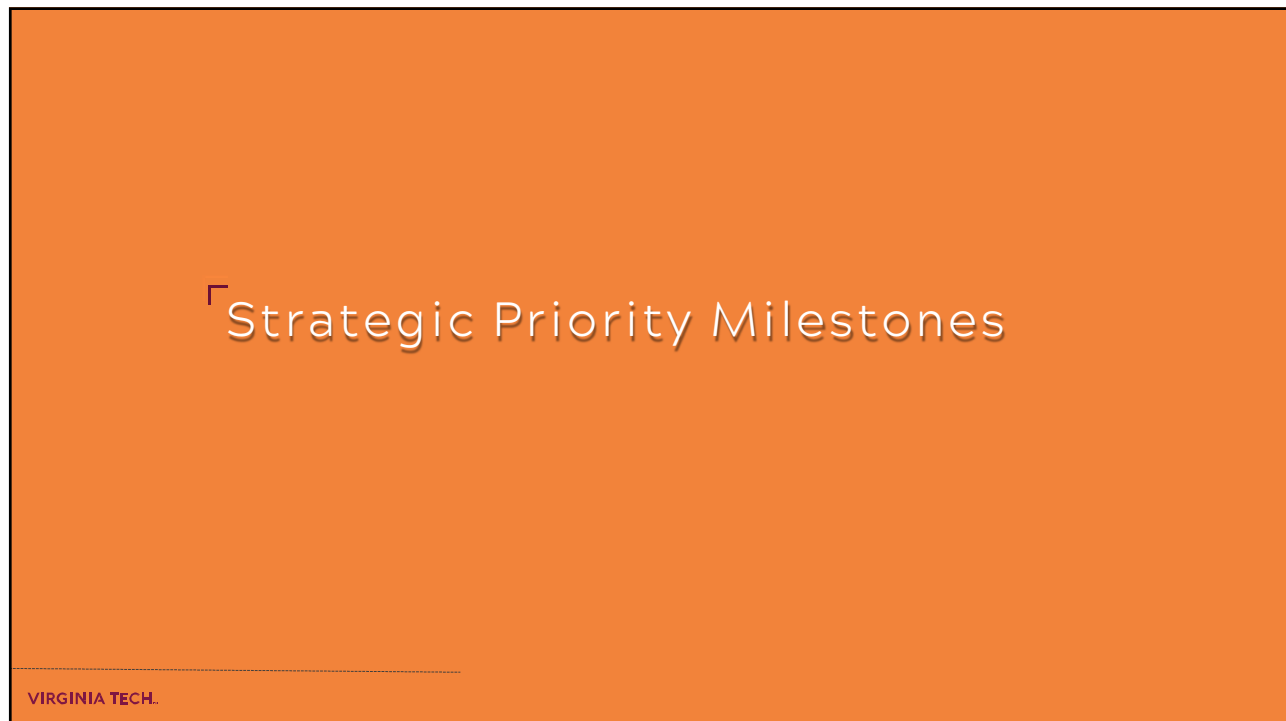
Ms. McCann clarified definitions related to sources of the data and answered questions as to why certain data sources were chosen. Ms. McCann explained there was much work done to understand information that is published about the University, and that consideration was given to data sources that more closely align with university goals.

Ms. McCann answered questions about feasibility and what is being done to achieve the goals. Ms. McCann indicated that ongoing efforts are being made toward achieving the goals and that feasibility studies and prioritization efforts are planned. It was suggested that it would be helpful to see how the university ranks against our peers for metrics that are particularly important and that we can control.

A question was raised if financial burden on students has been taken into consideration. Ms. McCann indicated that reducing student loan debt is currently reflected in the Continuous Strategic Planning Annual Milestones Report and that borrowing and the cost of education have been ongoing topics of discussion.

A PDF of the presentation is attached to these minutes.

4. No further business was discussed, the meeting was adjourned at 5:05 p.m.



Key Performance Indicator (KPI):**Extramural Research Expenditures****Milestone:**

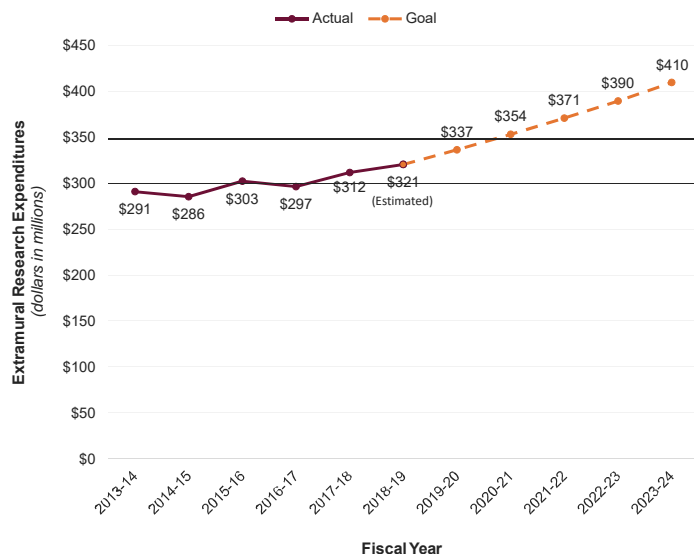
\$410 million by 2024

KPI Definition:

Research and development expenditures as reported to the National Science Foundation in the annual Higher Education Research and Development (HERD) survey, less expenditures reported as Institutional Funds.

Notes:

The FY 2018-19 estimate based on Virginia Tech's submission to the National Science Foundation.



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**Times Higher Education (THE) World Universities Ranking****Milestone:**

Top 13 U.S. public land-grant by 2024

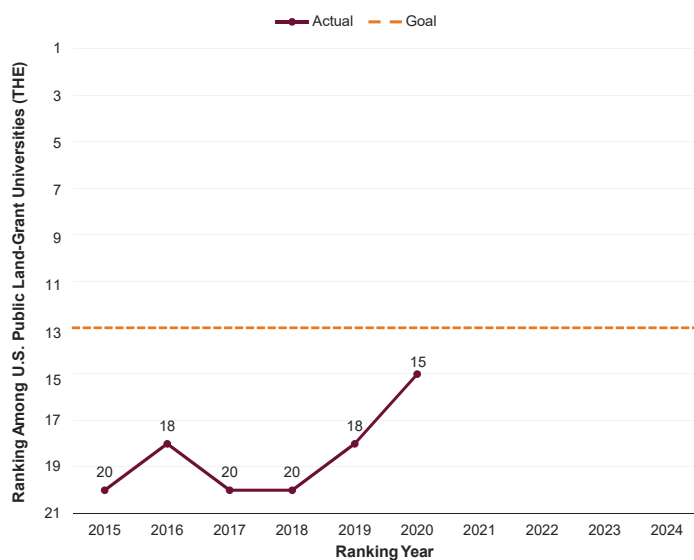
KPI Definition:

The placement of Virginia Tech by the Times Higher Education World University ranking within the subgroup of all public, Carnegie Class - Very High Research, land-grant universities.

Notes:

In the 2020 THE World University Rankings, Virginia Tech moved up a level from 251-300 to 201-250 ranking globally in the 83rd percentile. Virginia Tech's historical rankings among all universities are as follows:

2015	2016	2017	2018	2019	2020
276-300	251-300	251-300	301-350	251-300	201-250



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**Graduate Student Enrollment****Milestone:**

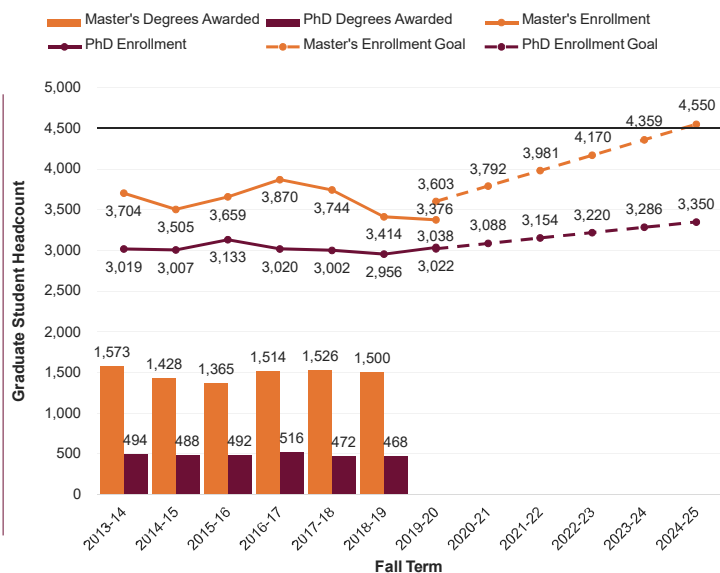
7,900 Master's and PhD students by Fall 2024, including 4,550 Master's and 3,350 PhD students

KPI Definition:

The headcount total of all students classified as graduate students seeking a Master's or PhD degree across all campus locations.

Notes:

The university also has graduate students earning Doctor of Veterinary Medicine (DVM) and Doctor of Medicine (MD) degrees that are currently not included in the milestone to grow graduate enrollments.



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**Internationally and Nationally Recognized Faculty Awards****Milestone:**

Top 1/3rd (66th percentile) by 2022

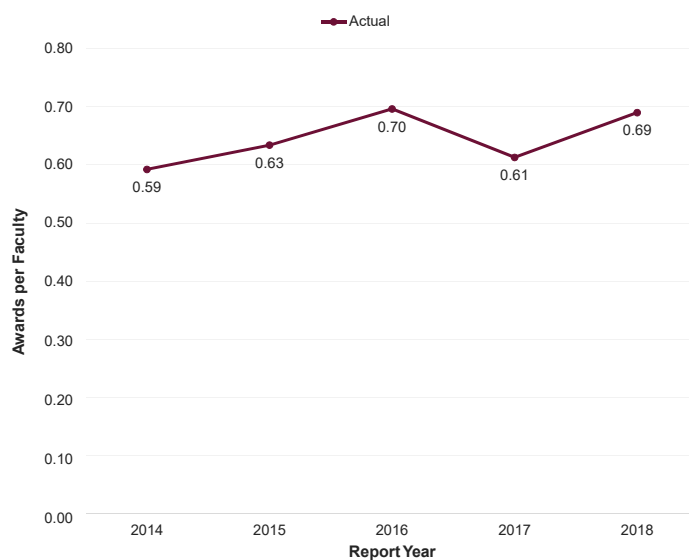
KPI Definition:

Awards per faculty as reported annually in the Academic Analytics database.

Notes:

Virginia Tech's percentile placement among the subgroup of all public, Carnegie Class - Very High Research universities has been as follows:

2014	2015	2016	2017	2018
56 th	57 th	60 th	55 th	56 th



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):

Internationally and Nationally Recognized Faculty Publications

Milestone:

Top 1/3rd (66th percentile) by 2022

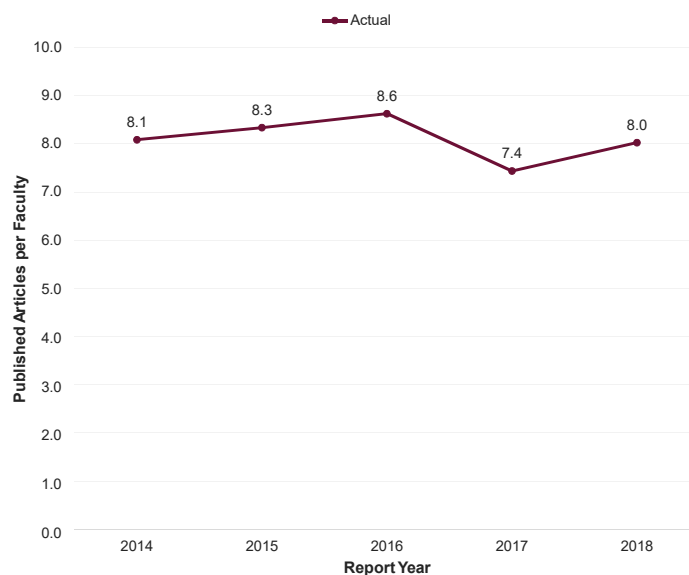
KPI Definition:

Published articles per faculty based on article counts and faculty counts in the Academic Analytics database.

Notes:

Virginia Tech's percentile placement among the subgroup of all public, Carnegie Class - Very High Research universities has been as follows:

2014	2015	2016	2017	2018
60 th	58 th	59 th	55 th	32 nd



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):

Internationally and Nationally Recognized Faculty Citations

Milestone:

Top 1/3rd (66th percentile) by 2022

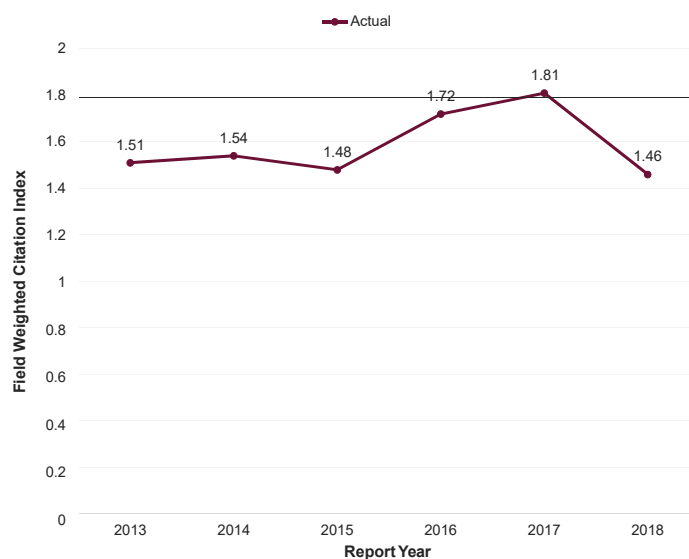
KPI Definition:

Field-Weighted Citation Index (FWCI) indicates how the number of citations received by the university's publications compares with the average number of citations received by all other similar publications at other universities, indexed in the Scopus database. An FWCI of greater than 1.00 indicates that the publications have been cited more than would be expected based on the world average for similar publications.

Notes:

Virginia Tech's percentile placement among the subgroup of all public, Carnegie Class - Very High Research universities has been as follows:

2013	2014	2015	2016	2017	2018
At 33 rd	Below 33 rd	Below 33 rd	Between 33 rd and 66 th	Above 66 th	Below 33 rd



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**Underrepresented Minority Students****Milestone:**

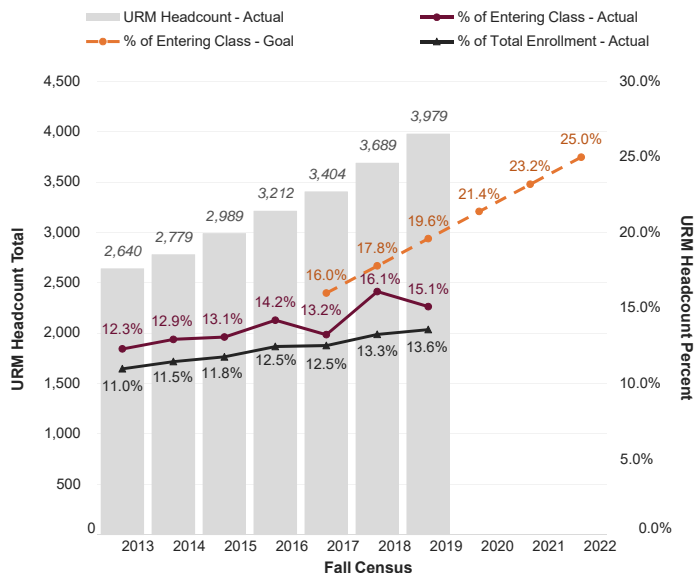
25% representation in the entering class by 2022

KPI Definition:

The number of entering students (first year and transfer) who self-identify as one of the underrepresented race/ethnicity categories of Hispanics of any race, Black or African American, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, or Two or More Races other than White + Asian divided by the total number of entering students.

Notes:

Although the number of entering underrepresented minority students increased by 12.6% between Fall 2018 (1,092 students) and Fall 2019 (1,230 students), the overall entering class increased at a higher rate (20%) over the same period.



Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**Underrepresented Minority or Underserved Students****Milestone:**

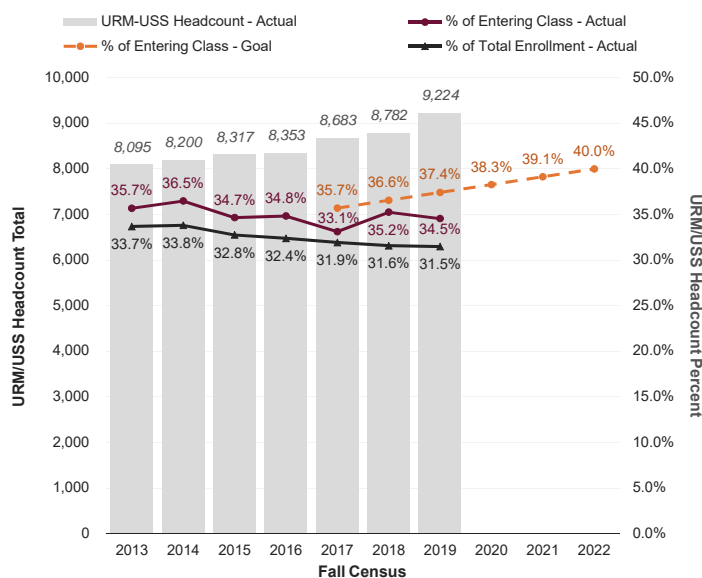
40% representation in the entering class by 2022

KPI Definition:

The number of entering students (first year and transfer) who self-identify as one of the underrepresented race/ethnicity categories of Hispanics of any race, Black or African American, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, or Two or More Races other than White + Asian OR are first-generation student, Pell Grant eligible, or a Veteran, divided by the total number of entering students.

Notes:

Although the number of entering underrepresented minority students or underserved students increased by 17.7% between Fall 2018 (2,391 students) and Fall 2019 (2,814 students), the overall entering class increased at a higher rate (20%) over the same period.



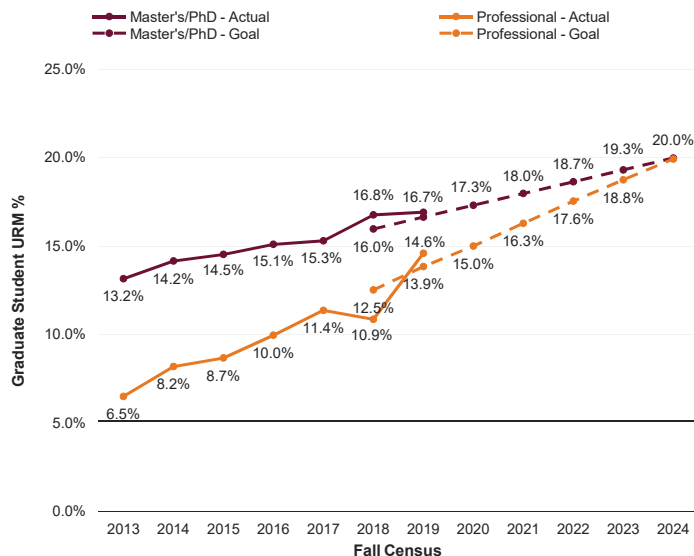
Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**Underrepresented Minority Graduate and Professional Students****Milestone:**

20% representation by 2024

KPI Definition:

The number of graduate and professional students who self-identify as one of the underrepresented race/ethnicity categories of Hispanics of any race, Black or African American, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, or Two or More Races other than White + Asian divided by the total number of graduate and professional students.



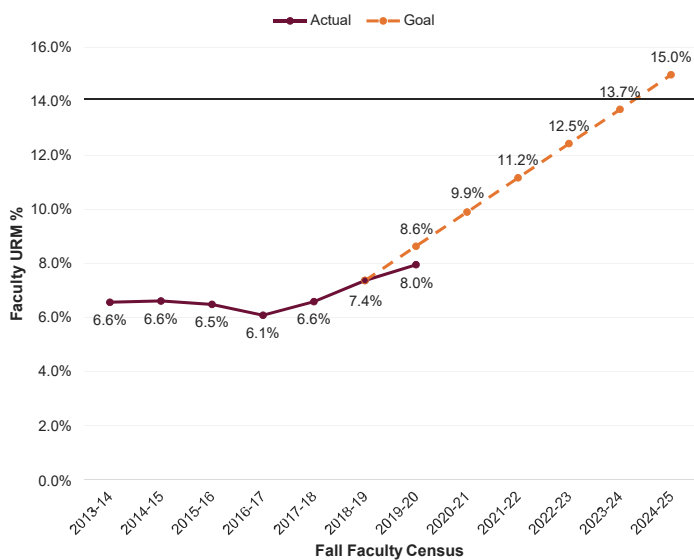
Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**Underrepresented Minority Faculty****Milestone:**

15% representation by 2024

KPI Definition:

The number of instructional and research faculty who self-identify as one of the URM race/ethnicity categories of Hispanics of any race, Black or African American, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, or Two or More Races other than White + Asian divided by the total number of instructional and research faculty.



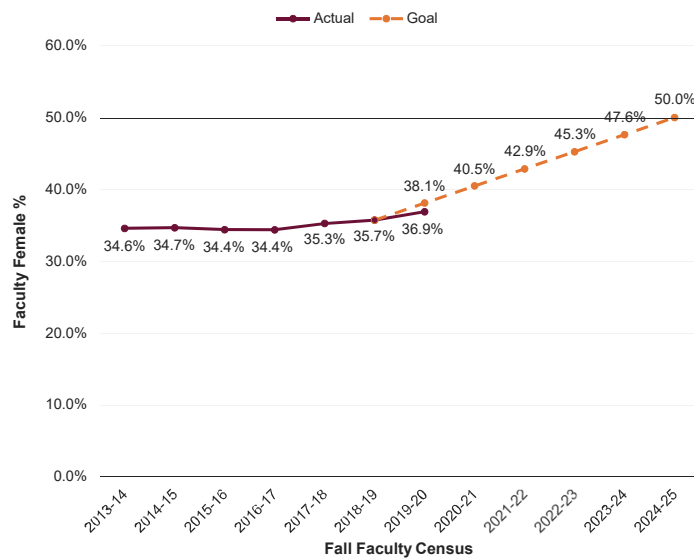
Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**Female Faculty****Milestone:**

50% representation by 2024

KPI Definition:

The number of instructional and research faculty who self-identify as female divided by the total number of instructional and research faculty.



Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**New Underrepresented Minority Faculty Hires****Milestone:**

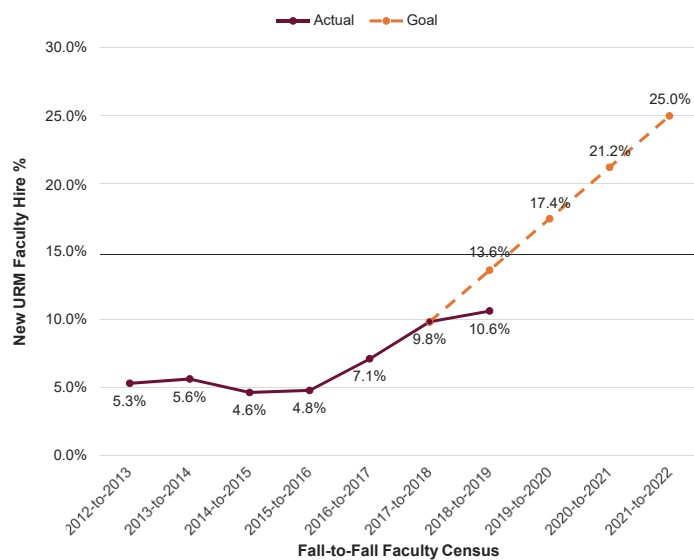
25% representation by 2022

KPI Definition:

The number of instructional and research faculty hired each year who self-identify as one of the minority race/ethnicity categories of Hispanics of any race, Black or African American, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, Asian, or Two or More Races other than White + Asian divided by the total number of instructional and research faculty hired each year. This includes new hires between October 1st of the previous calendar year and September 30th of the current calendar year.

Notes:

This metric excludes existing employees who transitioned into the instructional and research faculty ranks during the indicated time period.



Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**New Female Faculty Hires****Milestone:**

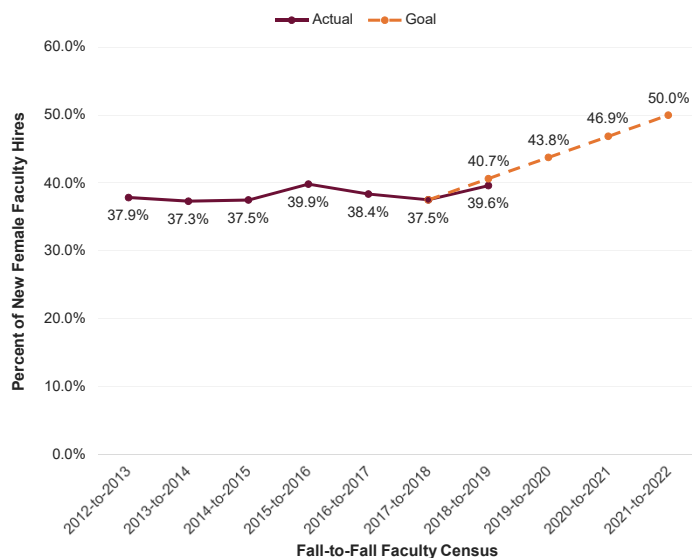
50% representation by 2022

KPI Definition:

The number of instructional and research faculty hired each year who self-identify as female divided by the total number of instructional and research faculty hired each year. This includes new hires between October 1st of the previous calendar year and September 30th of the current calendar year.

Notes:

This metric excludes existing employees who transitioned into the instructional and research faculty ranks during the indicated time period.



Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**Instructional Faculty Salaries****Milestone:**

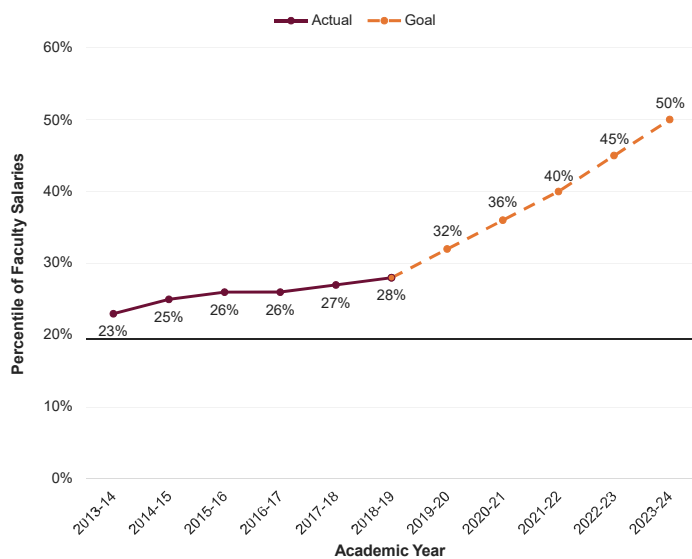
50th percentile of R1 public land-grants by 2024

KPI Definition:

The placement of Virginia Tech's average faculty salary (9-month equated, all instructional ranks as compiled by IPEDS) among the top 20 public, land-grant institutions as ranked in the WSJ/THE national ranking.

Notes:

Previously, this metric was benchmarked against SCHEV peers with the goal of the 60th percentile.



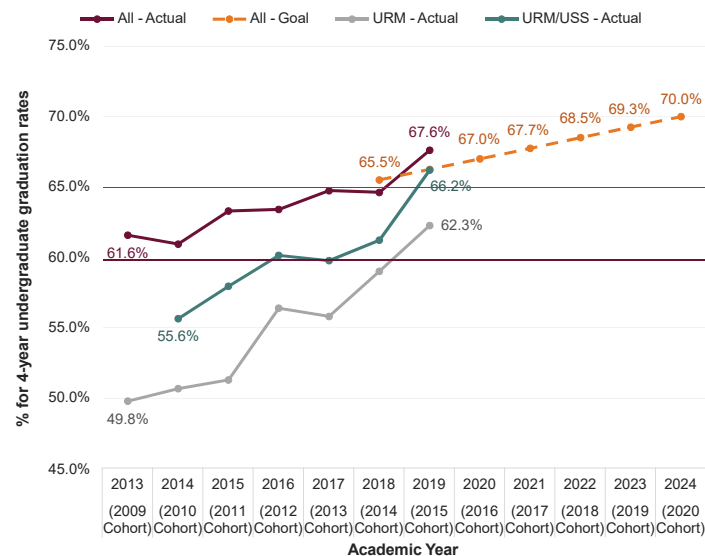
Be a Destination for Talent

Key Performance Indicator (KPI):**Four-Year Graduation Rates for Entering Freshmen****Milestone:**

70% by 2024 (2020 cohort)

KPI Definition:

The number of first-year entering students who graduate within four years divided by the total number of entering students in the same entering class.



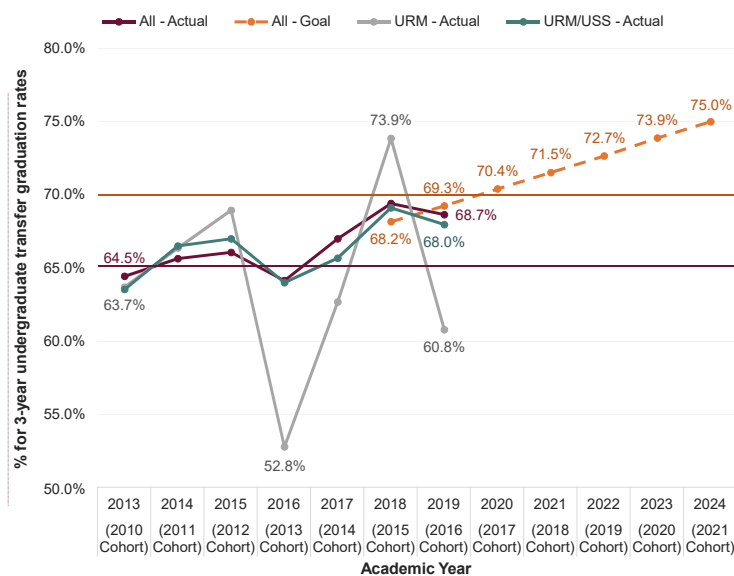
Be a Destination for Talent

Key Performance Indicator (KPI):**Three-Year Graduation Rates for Transfer Students****Milestone:**

75% by 2024 (2021 cohort)

KPI Definition:

The number of entering transfer students who graduate within three years divided by the total number of entering transfer students in the same entering class.



Be a Destination for Talent

Key Performance Indicator (KPI):**Auxiliary Maintenance Reserve Funding****Milestone:**

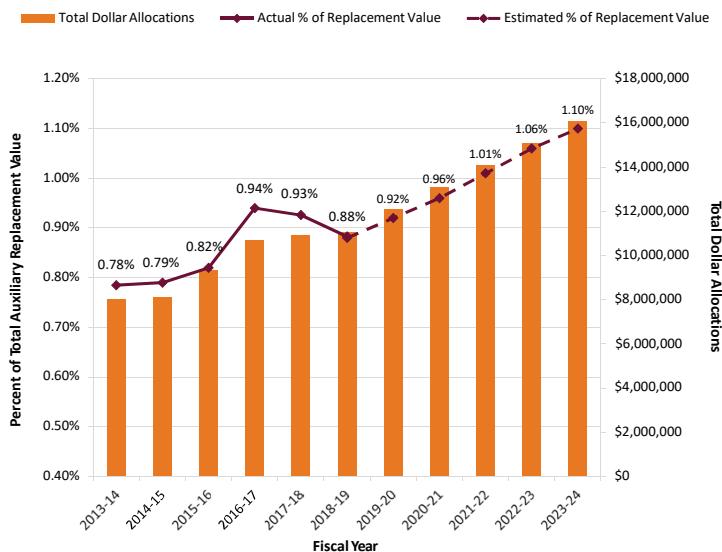
Maintain range of 1-1.5% of facility replacement value.

KPI Definition:

The annual Maintenance Reserve budget for the auxiliary enterprises divided by the auxiliary enterprises' facility replacement values.

Notes:

The percentage drop in fiscal years 2018 and 2019 reflect significant asset additions that abruptly expanded the denominator of the KPI. The university has since modified its practice to smooth the introduction of new assets, which are included in the forward-looking projections.



Ensure Institutional Excellence

Key Performance Indicator (KPI):**University Debt Ratio****Milestone:**

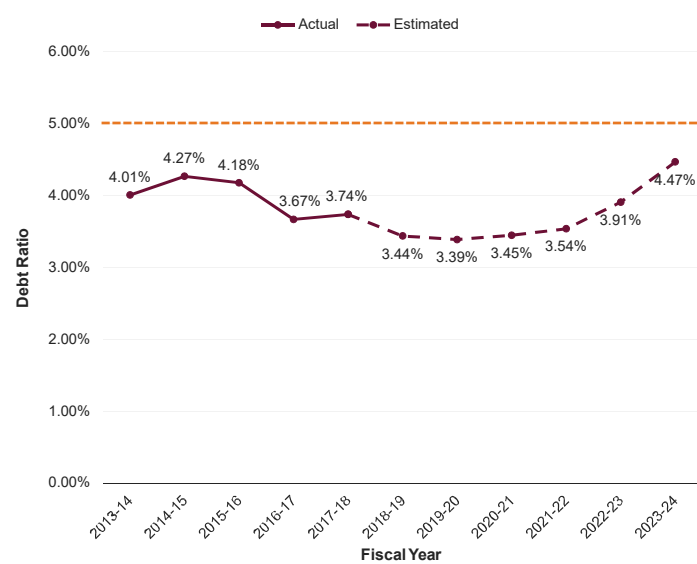
Less than or equal to 5%

KPI Definition:

The debt burden ratio is the annual debt service (principal plus interest) on long-term debt, excluding commercial paper or other bond anticipation notes, divided by total operating expenses. All amounts are from the audited financial statements and the related footnotes for each fiscal year. Debt service would also exclude all debt service payments for current refunded long-term debt, as well as all debt service payments on advanced refunded long-term debt that have been legally defeased. Additionally, it excludes other long-term obligations related to pensions, other post-retirement obligations, leases, etc.

Notes:

FY 2018-19 debt ratio is estimated, pending finalization of the university's financial statement.



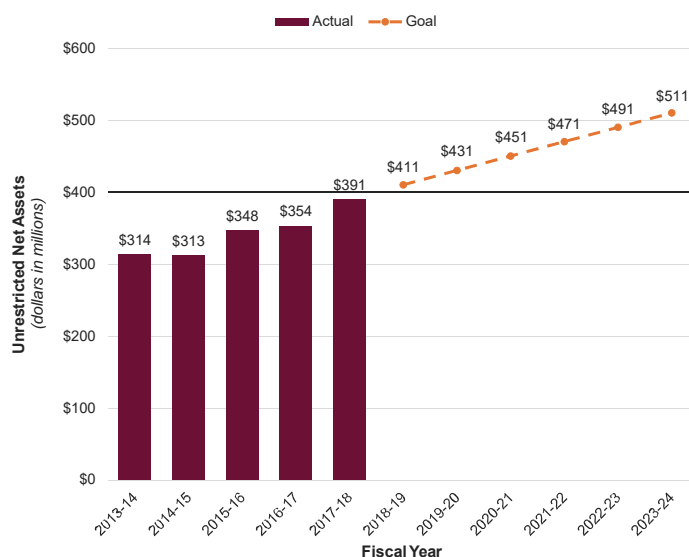
Ensure Institutional Excellence

Key Performance Indicator (KPI):**University Unrestricted Net Assets****Milestone:**

\$20 million additional annually by FY2024

KPI Definition:

The change in unrestricted net assets is the net result of operations (revenues less expenses) for unrestricted funds. Major categories of unrestricted funds include Educational and General, auxiliary enterprises, and recovered facilities and administrative costs but excludes changes due to the implementation of new accounting requirements for net pension liability and obligations for other post employment benefits, and the change in obligations for leases. All amounts are from the audited financial statements and the related footnotes for each fiscal year.



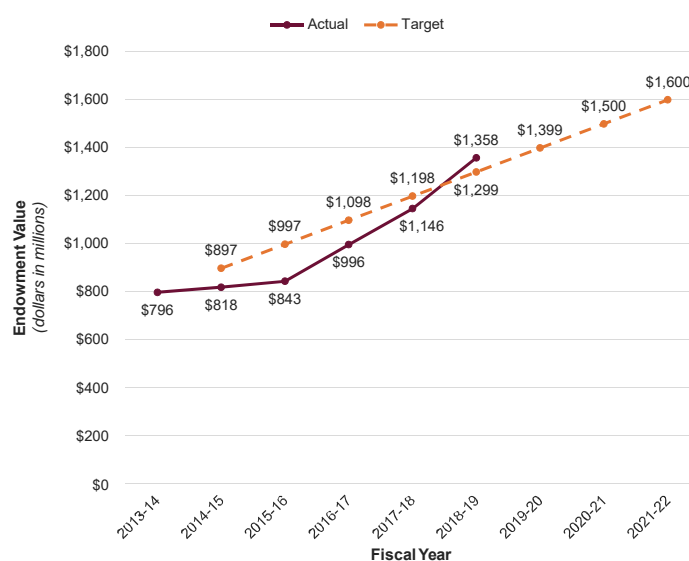
Ensure Institutional Excellence

Key Performance Indicator (KPI):**Endowment****Milestone:**

\$1.6 billion by FY2022

KPI Definition:

The endowment total consists of the Virginia Tech Foundation's consolidated endowment fund plus internal foundation assets that are earmarked for the endowment, but not yet received or liquidated. These include contributions receivable, notes, deeds of trust, gift annuities, real estate partnerships, and other miscellaneous endowed assets.



Ensure Institutional Excellence

Key Performance Indicator (KPI):**Alumni Giving****Milestone:**

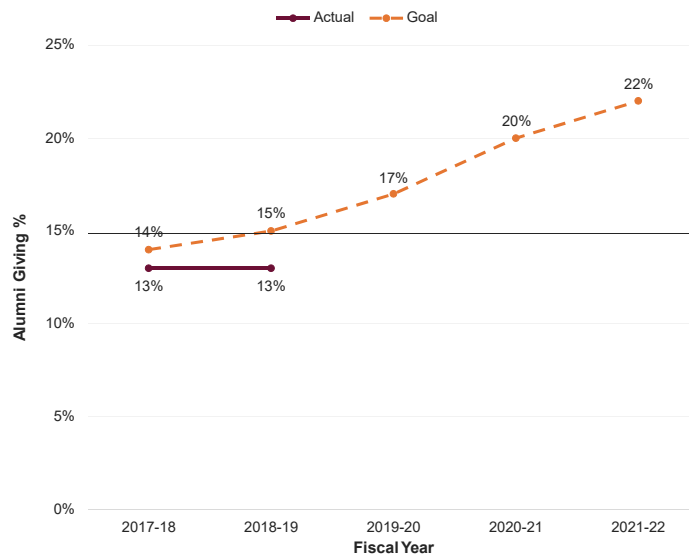
22% by FY2022

KPI Definition:

The percentage of undergraduate degree holding alumni who give a gift in the fiscal year.

Notes:

Between FY 2017-18 and 2018-19, the number of alumni donors increased by 5%; however, the number of living alumni continues to grow each year. For FY18, Virginia Tech ranked 9th in the country for donor growth, while two-thirds of institutions saw a decrease in donor counts. The stated goal has been to grow alumni participation from 9% to 22% by 2022.



Ensure Institutional Excellence

Key Performance Indicator (KPI):**New Gifts and Commitments****Milestone:**

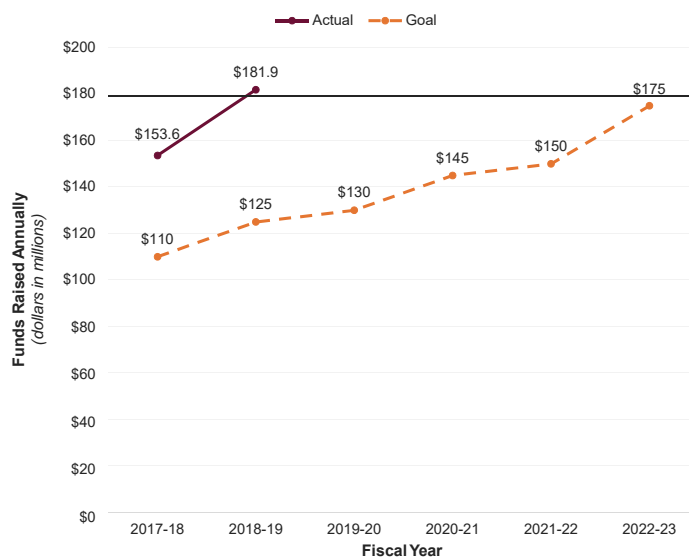
\$175 million by FY2023

KPI Definition:

Yearly new gifts and commitments - the total amount of new pledges and outright gifts recorded within the fiscal year.

Notes:

While new gifts and commitments were not tracked prior to FY16, new gifts and commitments were approximately \$80M prior to FY16.



Ensure Institutional Excellence

Metrics Still Under Construction

- Academic Majors with an Experiential Learning Component
- Graduate Programs with Required Cultural Competency Component
- Undergraduate Students Graduating with Two or More Critical Analysis of Equity and Identity Pathways Courses
- Undergraduate Students Graduating with Two or More Intercultural and Global Awareness Pathways Courses
- Student Participation in Hokie Mentorship Connect Program
- College and Unit-Level Strategic Plans

Metrics Under Review

- Rural Virginia Initiative
- Administrative & Professional Faculty and Staff Salaries
- Average Student Loan Debt Per Graduating Senior
- Faculty and Staff Satisfaction with Career Advancement Opportunities
- Faculty and Staff Satisfaction with Work-Life Balance
- Underrepresented Minority Staff and Administrative & Professional Faculty
- Number of Invention Disclosure Forms (IDFs)
- Number of Licenses
- Number of Start-ups

Additional Supporting Measures

Key Performance Indicator (KPI):

Wall Street Journal/Times Higher Education (WSJ/THE) US College Rankings

Milestone:

Top 10 U.S. public land-grant by 2024

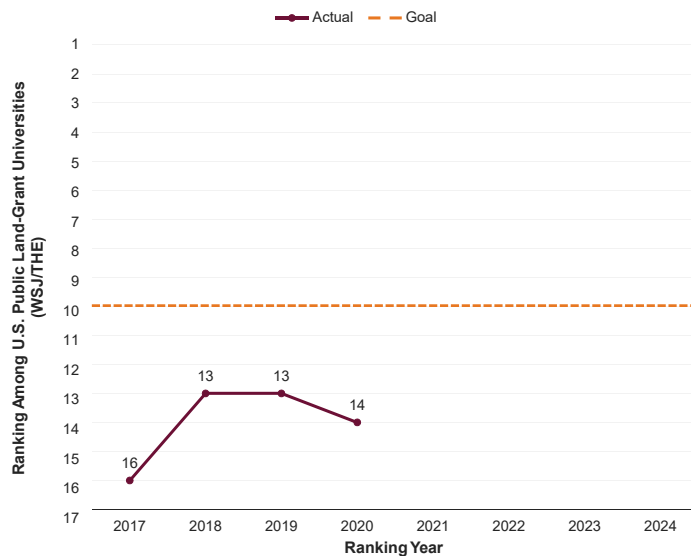
KPI Definition:

The placement of Virginia Tech by the WSJ/THE national ranking within the subgroup of all public, Carnegie Class - Very High Research, land-grant universities.

Notes:

In the 2020 WSJ/THE US College Rankings, Virginia Tech ranks 105 amongst 800 ranked universities. Virginia Tech's historical rankings among all universities are as follows:

2017	2018	2019	2020
134	123	106	105



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):

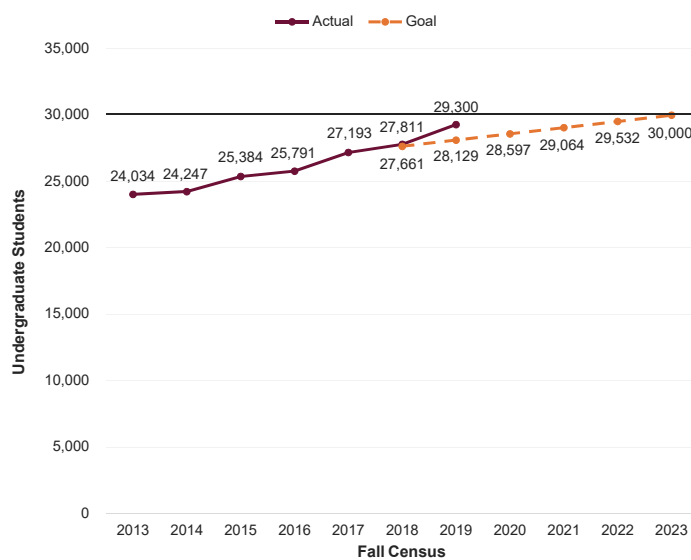
Undergraduate Student Enrollment

Milestone:

30,000 undergraduate students by Fall 2023

KPI Definition:

The headcount total of students classified as undergraduates across all campus locations.



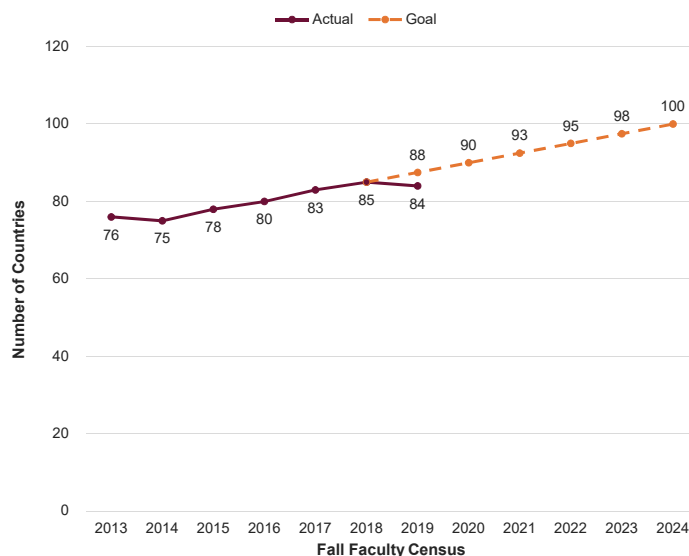
Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**Countries Represented by International Faculty****Milestone:**

100 countries by 2024

KPI Definition:

The number of countries represented by all faculty who are classified as foreign nationals who are not United States citizens.



Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**International Student Representation****Milestone:**

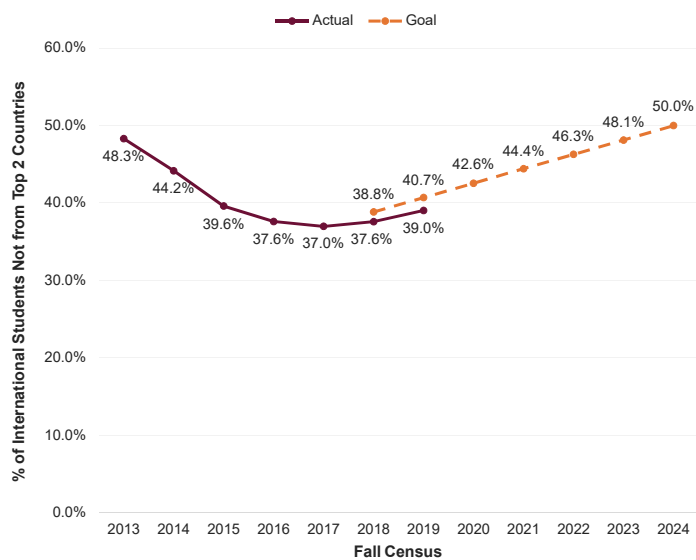
50% representation from countries outside of the top 2 countries by 2024

KPI Definition:

The total number of students who are foreign nationals with citizenship outside of the top two foreign countries divided by the total number of students who are foreign nationals.

Notes:

The top 2 countries for Virginia Tech's international students are China and India. Between Fall 2013 and Fall 2019, enrollment from Chinese citizens increased 60.4% (or, 645 students) and enrollment from Indian citizens increased by 84.4% (or 341 students). Enrollments from all other foreign countries combined increased by 14.4% (or 198 students).



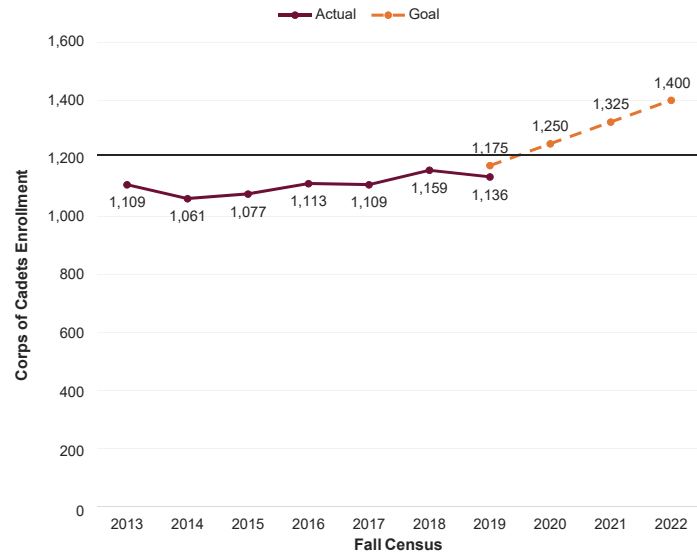
Advance Regional, National, and Global Impact

Key Performance Indicator (KPI):**Corps of Cadets Enrollment****Milestone:**

1,400 by 2022

KPI Definition:

The number of students who are participants in the Virginia Tech Corps of Cadets.



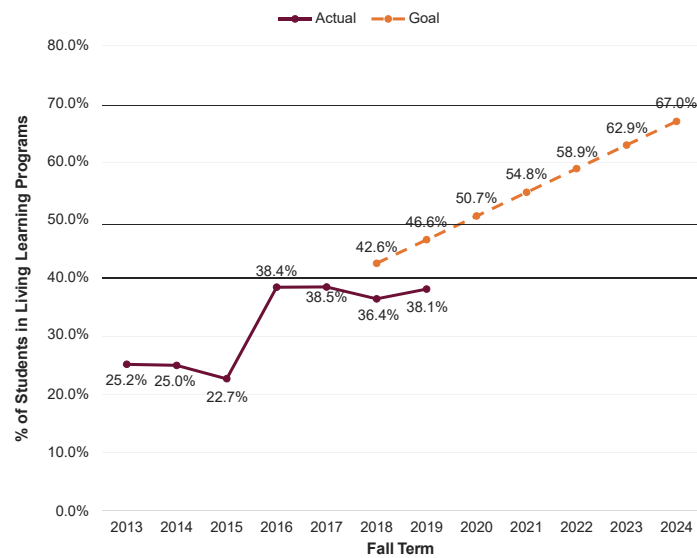
Elevate the Ut Prosim Difference

Key Performance Indicator (KPI):**Students in Living Learning Programs****Milestone:**

67% by 2024

KPI Definition:

The number of undergraduate students living in a Living Learning Community divided by the total number of undergraduate students living on-campus.



Be a Destination for Talent

Key Performance Indicator (KPI):

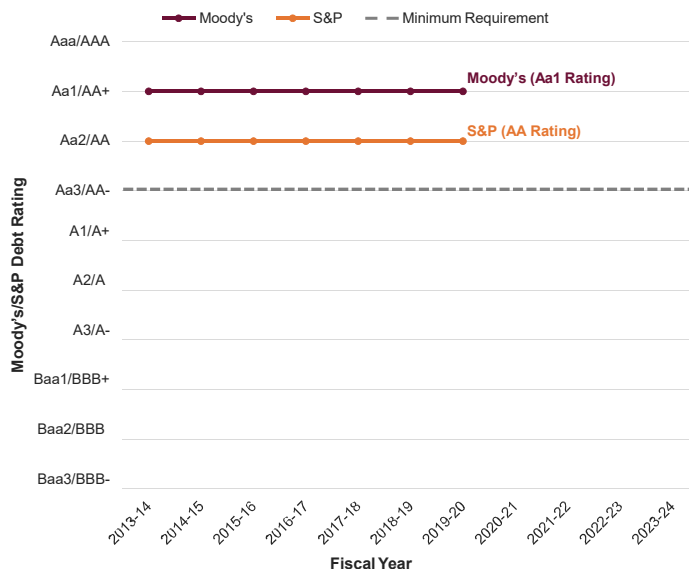
Debt Rating – Moody's and Standard & Poor's (S&P)

Milestone:

Maintain a rating in the AA range

KPI Definition:

The university's current debt ratings as provided by Moody's and Standard & Poor's.



Ensure Institutional Excellence

Key Performance Indicator (KPI):

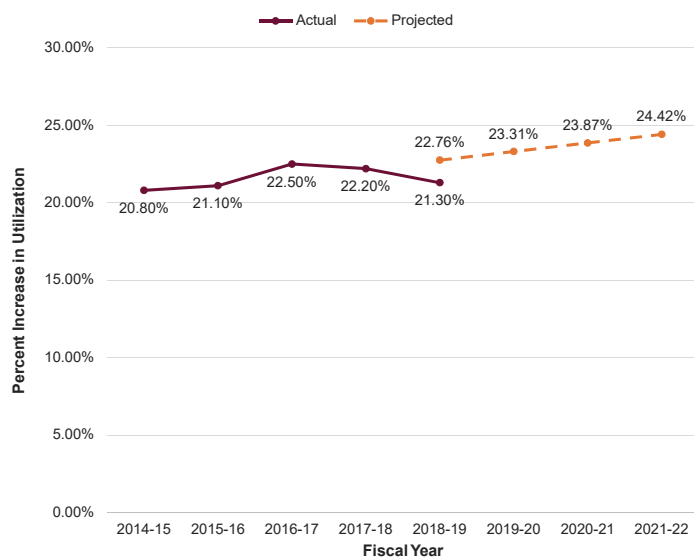
SWaM Expenditures – Small Business

Milestone:

10% increase annually by FY22

KPI Definition:

SWaM expenditures are determined by the total expenditures with each category of Virginia Certified SWaM vendors divided by the university's total discretionary spend. The State recognizes three categories of SWaM vendors currently: Small, Woman Owned and Minority Owned. A vendor must receive certification based on criteria established by the VA Small Business Supplier Development Agency. Each year, by category, a utilization percentage is calculated.



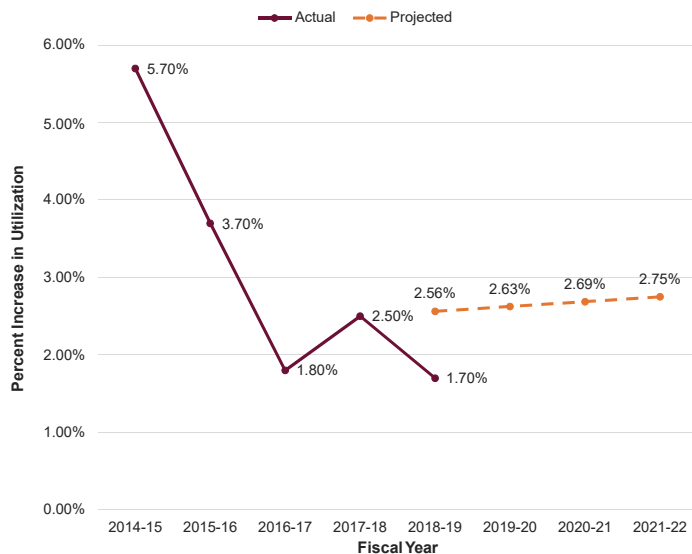
Ensure Institutional Excellence

Key Performance Indicator (KPI):**SWaM Expenditures – Woman Owned****Milestone:**

10% increase annually by FY22

KPI Definition:

SWAM expenditures are determined by the total expenditures with each category of Virginia Certified SWAM vendors divided by the university's total discretionary spend. The State recognizes three categories of SWAM vendors currently: Small, Woman Owned and Minority Owned. A vendor must receive certification based on criteria established by the VA Small Business Supplier Development Agency. Each year, by category, a utilization percentage is calculated.



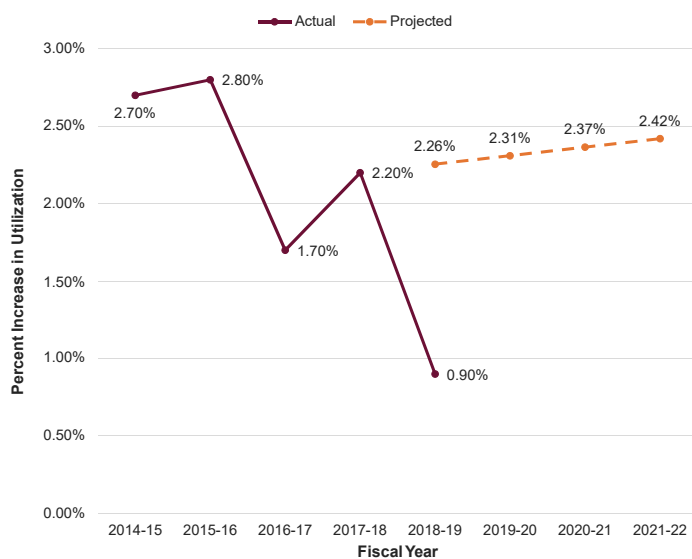
Ensure Institutional Excellence

Key Performance Indicator (KPI):**SWaM Expenditures – Minority Owned****Milestone:**

10% increase annually by FY22

KPI Definition:

SWAM expenditures are determined by the total expenditures with each category of Virginia Certified SWAM vendors divided by the university's total discretionary spend. The State recognizes three categories of SWAM vendors currently: Small, Woman Owned and Minority Owned. A vendor must receive certification based on criteria established by the VA Small Business Supplier Development Agency. Each year, by category, a utilization percentage is calculated.



Ensure Institutional Excellence