



VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

INTERCOLLEGIATE ATHLETICS PROGRAMS FOR THE YEAR ENDED JUNE 30, 2016

Auditor of Public Accounts
Martha S. Mavredes, CPA
www.apa.virginia.gov
(804) 225-3350



–TABLE OF CONTENTS–

	<u>Pages</u>
INDEPENDENT ACCOUNTANT’S REPORT ON APPLYING AGREED-UPON PROCEDURES	1-7
SCHEDULE	
Schedule of Revenues and Expenses of Intercollegiate Athletics Programs	8
Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs	9-11
UNIVERSITY OFFICIALS	12



Martha S. Mavredes, CPA
Auditor of Public Accounts

Commonwealth of Virginia

Auditor of Public Accounts

P.O. Box 1295
Richmond, Virginia 23218

January 17, 2017

The Honorable Terence R. McAuliffe
Governor of Virginia

The Honorable Robert D. Orrrock, Sr.
Chairman, Joint Legislative Audit
And Review Commission

Timothy D. Sands
President, Virginia Polytechnic Institute
and State University

INDEPENDENT ACCOUNTANT'S REPORT ON APPLYING AGREED-UPON PROCEDURES

We have performed the procedures enumerated below, which were agreed to by the President of **Virginia Polytechnic Institute and State University**, solely to assist the University in evaluating whether the accompanying Schedule of Revenues and Expenses of Intercollegiate Athletics Programs of the University is in compliance with National Collegiate Athletic Association (NCAA) Constitution 3.2.4.15, for the year ended June 30, 2016. University management is responsible for the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs (Schedule) and the Schedule's compliance with NCAA requirements. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and generally accepted government auditing standards. The sufficiency of the procedures is solely the responsibility of the University. Consequently, we make no representation regarding sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Agreed-Upon Procedures Related to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs

Procedures described below were limited to material items. For the purpose of this report, and as defined in the agreed-upon procedures, items are considered material if they exceed one-half of one percent of total revenues or total expenses, as applicable. The procedures that we performed and our findings are as follows:

Internal Controls

1. We reviewed the relationship of internal control over Intercollegiate Athletics Programs to internal control reviewed in connection with our audit of the University's financial statements. In addition, we identified and reviewed those controls unique to Intercollegiate Athletics Programs, which were not reviewed in connection with our audit of the University's financial statements.
2. Intercollegiate Athletics Department management provided a current organizational chart. We also made certain inquiries of management regarding control consciousness, the use of internal audit in the department, competence of personnel, protection of records and equipment, and controls regarding information systems with the information technology department.
3. Intercollegiate Athletics Department management provided us with their process for gathering information on the nature and extent of affiliated and outside organizational activity for or on behalf of the University's Intercollegiate Athletics Programs. We tested these procedures as noted below.

Affiliated and Outside Organizations

4. Intercollegiate Athletics Department management identified all intercollegiate athletics-related affiliated and outside organizations and provided us with copies of audited financial statements for each such organization for the reporting period.
5. Intercollegiate Athletics Department management prepared and provided to us a summary of revenues and expenses for or on behalf of the intercollegiate athletics programs by affiliated and outside organizations included in the Schedule.
6. Intercollegiate Athletics Department management provided to us any additional reports regarding internal control matters identified during the audits of affiliated and outside organizations performed by independent public accountants. We were not made aware of any internal control findings.

Schedule of Revenues and Expenses of Intercollegiate Athletics Programs

7. Intercollegiate Athletics Department management provided to us the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs for the year ended June 30, 2016, as prepared by the University and shown in this report. We recalculated the addition of the amounts in the Schedule, traced the amounts on the Schedule to management's worksheets, and agreed the amounts in management's worksheets to the Intercollegiate Athletics Department's accounts in the accounting records. Certain adjustments to the Schedule were necessary to conform with NCAA reporting

guidance. We discussed the nature of work sheet adjustments with management and are satisfied that the adjustments are appropriate.

8. We compared each major revenue and expense account over ten percent of total revenues or total expenses, respectively, to prior period amounts and budget estimates. Variances exceeding one million dollars or ten percent of prior period amounts or budget estimates are explained below:

<u>Line Item</u>	<u>Explanation</u>
Ticket sales	This line item increased by \$1 million as the University hosted an additional home football game and also increased football season ticket sales due by \$50 per season ticket.
Contributions	This line item increased \$2.8 million or almost 15 percent in the current year due to increased contributions from the Virginia Tech Foundation used for the following purposes: scholarship funding, events, and recruiting.
Conference distributions (non-media or bowl)	This line item decreased \$3.3 million in the current year primarily due to a \$2.6 million one-time payment. The settlement payment during fiscal year 2015 related to the University of Maryland's departure from the ACC and was passed through to the remaining member institutions.
Athletic student aid	This line item increased \$1.2 million or nine percent due to increased rates and \$900,000 in additional athletic aid to provide the cost of attendance increase for all sports.
Coaching salaries, benefits, and bonuses paid by the University and related entities	This line item increased by \$2.6 million or 14 percent due to hiring a new coaching staff for the football team and women's basketball team. Additionally, compensation increased due to expected contractual increases. This line also includes a one-time payment of \$500,000 to buy out the head football coach's contract at his previous institution.

Revenues

9. We reviewed a sample of daily ticket sales reconciliations performed for accuracy and proper review and approval. We performed a recalculation of ticket sales revenue by

comparing the number of tickets sold and sale price to total revenue recorded in the Schedule. We determined the reconciliations reviewed to be accurate and the amounts reported in the Schedule to be substantially in agreement with our recalculation.

10. We obtained an understanding of the institution's methodology for allocating student fees to intercollegiate athletics programs. We compared student fees reported in the Schedule to amounts reported in the accounting records and an expected amount based on fee rates and enrollment. We found these amounts to be substantially in agreement.
11. We obtained the amount reported in the Schedule for direct institutional support. This amount was deemed to be immaterial for detailed testing.
12. Intercollegiate Athletics Department management provided us with a listing of settlement reports and game guarantee agreements for away games during the reporting period. We reviewed these settlement reports and guarantee agreements for selected games and agreed selected amounts to proper posting in the accounting records and supporting documentation.
13. Intercollegiate Athletics Department management provided us with a listing of all contributions of moneys, goods or services received directly by the Intercollegiate Athletics Programs from any affiliated or outside organization, agency or group of individuals that constitutes ten percent or more of all contributions received during the reporting period. Except for contributions received from the Virginia Tech Foundation, an affiliated organization, we noted no individual contribution which constituted more than ten percent of total contributions received for Intercollegiate Athletics Programs. We reviewed contributions from the Virginia Tech Foundation, which exceeded ten percent of all contributions, and agreed them to supporting documentation.
14. We obtained the amount reported in the Schedule for in-kind contributions during the reporting period. This amount was deemed to be immaterial for detailed testing.
15. We obtained a summary of compensation and benefits provided by third parties as of the end of the reporting period. This amount was deemed to be immaterial for detailed testing.
16. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from broadcast, television, radio, internet, and e-commerce rights. We gained an understanding of the relevant terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.

17. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from tournaments, conference distributions, and NCAA distributions. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.
18. We compared the amount of revenue and a selection of transactions related to program sales, concessions, novelty sales, and parking to the institution's accounting records and supporting documentation.
19. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from royalties, licensing, advertisements, and sponsorships. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation. An adjustment was made to record an additional \$342,250 in product allowances that were not included in the initial version of the Schedule. Additionally, management reversed an entry that should not have been recorded for fiscal year 2016, which increased the revenue reported in this line item by \$150,429. Following the adjustments, the amounts are properly recorded in the Schedule.
20. We obtained and inspected endowment agreements to gain an understanding of the relevant terms and conditions of the agreement. The Virginia Tech Foundation manages athletics-related endowment funds on behalf of the University. The University has access to request endowment income from the Foundation in accordance with certain budgetary restrictions. We confirmed the amount of athletics restricted endowment and investments income used for operations during the fiscal year with Foundation management and agreed it to the amount reported in the Schedule.
21. We traced reimbursements for bowl expenses and ticket sales related to bowl games to supporting documentation and to Bowl revenue reported in the Schedule.
22. We compared the amount of revenue related to other revenue to the amount reported in the Schedule. We reviewed classification of a sample of transactions and agreed those transactions to supporting documentation.

Expenses

23. Intercollegiate Athletics Department management provided us a listing of institutional student aid recipients during the reporting period. Since the University used the NCAA Compliance Assistant software to prepare athletic aid detail, we selected ten percent of individual student-athletes across all sports and agreed amounts from the listing to their award letter. We agreed each student's information to ensure accurate

reporting in the NCAA Membership Financial Reporting System. We also ensured that the total aid amount for each sport materially agreed to amounts reported as Financial Aid in the student accounting system.

24. Intercollegiate Athletics Department management provided us with a listing of settlement reports and game guarantee agreements for home games during the reporting period. We reviewed these settlement reports and guarantee agreements for selected games and agreed selected amounts to proper posting in the accounting records and supporting documentation.
25. Intercollegiate Athletics Department management provided us with a listing of coaches, support staff, and administrative personnel employed and paid by the University during the reporting period. We selected and tested individuals, including football and men's and women's basketball coaches, and compared amounts paid during the fiscal year from the payroll accounting system to their contract or other employment agreement document. We found that recorded expenses equaled amounts paid as salary and bonuses and were in agreement with approved contracts or other documentation.
26. Intercollegiate Athletics Department management provided us with a listing of coaches, support staff, and administrative personnel, including football and men's and women's basketball coaches, employed and paid by third parties during the reporting period. This amount was deemed to be immaterial for detailed testing.
27. Intercollegiate Athletics Department management provided us with a listing of severance payments made during the reporting period. We reviewed selected severance payments and found that each selected payment agreed to the related termination letter or employment contract and was properly recorded in the accounting system.
28. We discussed the Intercollegiate Athletics Department's recruiting expense and team travel policies with Intercollegiate Athletics Department management and documented an understanding of those policies. We compared these policies to existing University and NCAA policies and noted substantial agreement of those policies.
29. We selected a sample of disbursements for: recruiting, team travel, sports equipment, uniforms, and supplies, game expenses, fundraising, marketing, and promotion, direct overhead and administration, medical expenses and insurance, student-athlete meals (non-travel), bowl expenses, and other operating expenses. We compared and agreed the selected operating expenses to adequate supporting documentation. We found all reviewed amounts to be properly approved, reasonable to intercollegiate athletics, and properly recorded in the accounting records.

30. We obtained a listing of debt service payments for athletics facilities for the reporting year. We agreed all significant facility payments included in the Schedule, including the two highest facility payments, to supporting documentation.
31. We obtained an understanding of the University's methodology for charging indirect cost to the athletic department. We evaluated indirect cost charges for reasonableness and noted proper reporting of these charges in the Schedule.

Additional Procedures

32. We compared the sports sponsored, as reported in the NCAA Membership Financial Reporting System, to the squad lists of the institution. We noted agreement of the sports reported.
33. We obtained the institution's Sports Sponsorship and Demographics Forms Report for the reporting year. We validated that the countable sports identified by the institution met the minimum requirements for number of contests and minimum number of participants as defined in NCAA Bylaw 20.9.6.3. We ensured that countable sports have been properly identified in the NCAA Membership Financial Reporting System for the purpose of revenue distribution calculations.

We were not engaged to and did not conduct an examination, the objective of which would be the expression of an opinion on the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs or any of the accounts or items referred to above. Accordingly, we do not express such an opinion. Had we performed additional procedures or had we conducted an audit of any financial statements of the Intercollegiate Athletics Department of Virginia Polytechnic Institute and State University in accordance with generally accepted auditing standards, other matters might have come to our attention that would have been reported to the University. This report relates only to the accounts and items specified above and does not extend to the financial statements of Virginia Polytechnic Institute and State University or its Intercollegiate Athletics Department taken as a whole.

This report is intended solely for the information and use of the President and the University and is not intended to be and should not be used by anyone other than these specified parties. However, this report is a matter of public record and its distribution is not limited.

AUDITOR OF PUBLIC ACCOUNTS

EMS/alh

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
SCHEDULE OF REVENUES AND EXPENSES OF
INTERCOLLEGIATE ATHLETICS PROGRAMS
For the year ended June 30, 2016

	Football	Men's Basketball	Women's Basketball	Men's Other Sports	Women's Other Sports	Non-Program Specific	Total
Operating revenues:							
Ticket sales	\$ 15,665,847	\$ 2,237,054	\$ 126,566	\$ 23,595	\$ -	\$ -	\$ 18,053,062
Student fees	-	-	-	-	2,280,662	6,361,594	8,642,256
Direct Institutional Support	-	-	-	-	-	2,351	2,351
Guarantees	650,000	100,000	-	6,173	-	-	756,173
Contributions	8,003,849	1,738,430	623,284	2,601,275	3,638,577	2,586,976	19,192,391
In-kind	51,281	52,190	7,743	6,465	10,133	28,056	155,868
Compensation and benefits provided by a third party	185,000	-	-	25,000	-	-	210,000
Media rights	15,971,843	4,104,975	294,074	70,000	84,000	-	20,524,892
NCAA distributions	-	1,283,983	3,210	30,736	27,927	2,006,349	3,352,205
Conference distributions (non-media or bowl)	3,874,943	979,117	31,124	90,376	76,554	5,495	5,057,609
Program, novelty, parking, and concession sales	1,337,115	88,274	11,702	20,284	14,704	54,283	1,526,362
Royalties, licensing, advertisement and sponsorships	1,143,080	203,384	89,234	171,500	188,500	483,910	2,279,608
Athletics restricted endowment and investment income	709,987	147,074	125,113	537,136	785,795	75,426	2,380,531
Bowl revenues	1,200,435	-	-	-	-	-	1,200,435
Other operating revenue	7,625	-	-	51,116	51,116	409,528	519,385
Total operating revenues	<u>48,801,005</u>	<u>10,934,481</u>	<u>1,312,050</u>	<u>3,633,656</u>	<u>7,157,968</u>	<u>12,013,968</u>	<u>83,853,128</u>
Operating expenses:							
Athletic student aid	3,862,782	691,602	659,017	2,624,138	4,101,951	1,065,605	13,005,095
Guarantees	695,000	605,891	132,685	18,586	17,978	-	1,470,140
Coaching salaries, benefits, and bonuses paid by the University and related entities	9,034,924	3,443,107	1,145,448	2,244,689	2,284,197	-	18,152,365
Coaching salaries, benefits and bonuses paid by a third party	185,000	-	-	25,000	-	-	210,000
Support staff/administrative compensation, benefits, and bonuses paid by the University and related entities	2,011,573	583,594	322,116	104,387	121,322	9,856,870	12,999,862
Severance payments	886,432	715,189	10,605	27,492	17,447	162,283	1,819,448
Recruiting	449,465	351,032	163,962	210,444	245,101	37,154	1,457,158
Team travel	806,567	732,731	397,027	1,131,032	1,080,013	-	4,147,370
Sports equipment, uniforms and supplies	414,554	150,087	82,844	367,830	349,489	114,785	1,479,589
Game expenses	2,153,708	461,866	301,329	286,629	224,733	320,868	3,749,133
Fundraising, marketing and promotions	178,027	318,740	83,754	99,682	84,164	345,188	1,109,555
Spirit groups	175,082	14,000	2,400	-	-	204,437	395,919
Athletic facility leases, and rental fees	14	402	700	141,359	125,250	-	267,725
Athletic facility debt service	4,094,155	342,594	342,594	-	-	519,076	5,298,419
Direct overhead and administrative expenses	2,570,766	590,564	142,562	315,531	217,930	4,574,380	8,411,733
Indirect cost paid to the institution by athletics	98,511	-	-	-	-	4,476,923	4,575,434
Medical expenses and insurance	210,634	56,420	49,823	219,505	242,734	423,008	1,202,124
Memberships and dues	2,470	1,710	7,225	5,312	8,416	22,205	47,338
Student-athlete meals (non-travel)	734,113	143,005	85,021	104,878	108,099	114,738	1,289,854
Other operating expenses	1,023,357	305,125	89,817	247,696	161,440	418,338	2,245,773
Bowl expenses	1,282,995	-	-	-	-	-	1,282,995
Total operating expenses	<u>30,870,129</u>	<u>9,507,659</u>	<u>4,018,929</u>	<u>8,174,190</u>	<u>9,390,264</u>	<u>22,655,858</u>	<u>84,617,029</u>
Excess (deficiency) of revenues over (under) expenses	<u>\$ 17,930,876</u>	<u>\$ 1,426,822</u>	<u>\$ (2,706,879)</u>	<u>\$ (4,540,534)</u>	<u>\$ (2,232,296)</u>	<u>\$ (10,641,890)</u>	<u>\$ (763,901)</u>
Other Reporting Items:							
Total athletics-related debt							\$ 47,055,000
Total institutional debt							\$ 525,553,000
Value of athletics-dedicated endowments							\$ 54,110,148
Value of institutional endowments							\$ 842,991,159

The accompanying Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs are an integral part of this Schedule.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
NOTES TO SCHEDULE OF REVENUES AND EXPENSES OF
INTERCOLLEGIATE ATHLETICS PROGRAMS
FOR THE YEAR ENDED JUNE 30, 2016

1. BASIS OF PRESENTATION

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletic Programs has been prepared on the accrual basis of accounting. The purpose of the Schedule is to present a summary of revenues and expenses of the intercollegiate athletic programs of the University for the year ended June 30, 2016. The Schedule includes those intercollegiate athletics revenues and expenses made in behalf of the University's athletics programs by outside organizations not under the accounting control of the University. Because the Schedule presents only a selected portion of the activities of the University, it is not intended to and does not present either the financial position, changes in fund balances, or cash flows for the year then ended. Revenues and expenses directly identifiable with each category of sport presented are reported accordingly. Revenues and expenses not directly identifiable to a specific sport are reported under the category "Non-Program Specific."

2. AFFILIATED ORGANIZATIONS

The University received \$21,463,383 from the Virginia Tech Foundation, Inc. Approximately \$12,921,224 of these funds were used for grant-in-aid scholarships for student-athletes. These amounts received are included in the accompanying schedule as follows: \$10,650,232 is included in the Contributions line item and \$2,270,992 is included in the Athletics Restricted Endowment and Investment Income line item.

3. LONG-TERM DEBT

In October 2001, a \$26,285,000 note was issued for the Athletic Department. This note was issued for the South End Zone addition to Lane Stadium. Part of the original debt was refinanced in January 2008 with a \$2,860,000 note that will be repaid through 2020 and has an outstanding balance of \$2,785,000. The remaining original debt issuance was refinanced in February 2011 with an \$11,540,000 note that will be repaid through 2027 and has an outstanding balance of \$8,475,000.

In May 2004, a \$52,715,000 revenue bond was issued for the Athletic Department. This bond was issued for the West Side Expansion to Lane Stadium which was substantially completed in 2006. The majority of this debt was refinanced in November 2012 with a \$32,365,000 note. This note has an outstanding balance of \$28,360,000 and will be repaid with private fund raising and operating revenues through 2029. The remaining original debt issuance was repaid with private fund raising and operating revenues during 2014.

In November 2009, an \$8,705,000 note was issued for the Athletic Department. This note was issued for the Hahn Hurst Basketball Practice Center which was substantially completed in 2009. This note has an outstanding balance of \$6,925,000 and will be repaid with private fund raising and operating revenues through 2030.

In October 2015, a \$510,000 revenue bond was issued for the Athletic Department. This bond was issued for the Indoor Practice Facility. This note has an outstanding balance of \$510,000 and will be repaid with general operating revenues through 2035.

A summary of future principal and interest commitments for fiscal years subsequent to June 30, 2016, is presented as follows:

Year Ended June 30,	Principal	Interest	Total
2017	\$ 2,825,000	\$ 1,961,275	\$ 4,786,275
2018	2,955,000	1,820,131	4,775,131
2019	3,095,000	1,674,513	4,769,513
2020	3,250,000	1,523,025	4,773,025
2021	3,435,000	1,360,725	4,795,725
2022-2026	19,545,000	4,207,906	23,752,906
2027-2031	11,690,000	692,481	12,382,481
2032-2036	<u>260,000</u>	<u>36,400</u>	<u>296,400</u>
Total	<u>\$ 47,055,000</u>	<u>\$ 13,276,456</u>	<u>\$ 60,331,456</u>

4. SUBSEQUENT EVENT

In July 2016, a note of \$5,385,000 was issued for the Athletic Department. This note refinanced \$5,415,000 of the outstanding debt issued for the Hahn Hurst Basketball Practice Center. Both notes will be repaid with private fund raising and operating revenues through 2030.

5. UNIVERSITY ADMINISTRATION FEE

As with all auxiliary enterprises, the University charges the Athletic Department an administrative fee. During the fiscal year, the Department paid \$4,575,434 to the University. This amount is included on the Indirect Cost Paid to the Institution by Athletics line item, and includes \$98,511 in Football, and \$4,476,923 in the Non-Program Specific category.

6. CAPITAL ASSETS

Capital assets consisting of buildings, infrastructure, and equipment are stated at appraised historical cost or actual cost where determinable. Construction in progress (CIP) is capitalized at actual cost as expenses are incurred. All gifts of capital assets are recorded at fair market value as of the donation date.

Equipment is capitalized when the unit acquisition cost is \$2,000 or greater and the estimated useful life is one year or more. Software is capitalized when the acquisition and/or the development costs exceed \$50,000. Renovation costs are capitalized when expenses total more than \$100,000, the asset value significantly increases, or the useful life is significantly extended. Routine repairs and maintenance are charged to operating expense in the year the expense is incurred.

Depreciation is computed using the straight-line method over the useful life of the assets. The useful life is 40 to 60 years for buildings, 10 to 50 years for infrastructure and land improvements, and 3 to 30 years for fixed and movable equipment.

A summary of changes in capital assets follows for the year ending June 30, 2016 (all dollars in thousands):

	Beginning Balance	Additions	Retirements	Ending Balance
<i>Depreciable capital assets</i>				
Buildings	\$ 146,130	\$ 25,452	\$ -	\$ 171,582
Moveable equipment	6,872	645	177	7,340
Software	313	-	-	313
Fixed equipment	12,826	416	-	13,242
Infrastructure	<u>19,664</u>	<u>141</u>	<u>-</u>	<u>19,805</u>
Total depreciable capital assets, at cost	<u>185,805</u>	<u>26,654</u>	<u>177</u>	<u>212,282</u>
<i>Less accumulated depreciation</i>				
Buildings	42,496	3,834	-	46,330
Moveable equipment	4,556	533	160	4,929
Software	205	20	-	225
Fixed equipment	5,436	518	-	5,954
Infrastructure	<u>16,006</u>	<u>693</u>	<u>-</u>	<u>16,699</u>
Total accumulated depreciation	<u>68,699</u>	<u>5,598</u>	<u>160</u>	<u>74,137</u>
Total depreciable capital assets, Net of accumulated depreciation	<u>117,106</u>	<u>(21,056)</u>	<u>17</u>	<u>138,145</u>
<i>Non-depreciable capital assets</i>				
Construction in progress	<u>22,861</u>	<u>4,713</u>	<u>25,667</u>	<u>1,907</u>
Total non-depreciable capital assets	<u>22,861</u>	<u>4,713</u>	<u>25,667</u>	<u>1,907</u>
Total capital assets, net of accumulated depreciation	<u>\$139,967</u>	<u>\$25,769</u>	<u>\$ 25,684</u>	<u>\$ 140,052</u>

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

As of June 30, 2016

BOARD OF VISITORS

Deborah L. Petrine, Rector

James L. Chapman, IV, Vice Rector

Nancy V. Dye	Wayne H. Robinson
William D. Fairchild, III	J. Thomas Ryan
Keith Fulton	Mehul P. Sanghani
Charles T. Hill	Steve Sturgis
Mehmood S. Kazmi	Dennis H. Treacy
Michael J. Quillen	Horacio A. Valeiras

Rami Dalloul
Faculty Representative

Walter D. Cook, III
Staff Representative

Mohammed S. Seyam, Morgan Sykes
Student Representatives

Kim O'Rourke
Secretary to the Board of Visitors

UNIVERSITY OFFICIALS

Timothy D. Sands, President

Whit Babcock, Director of Intercollegiate Athletics Programs