Monika Lawless called the meeting to order at 1:30pm. A quorum was present.

**Note of Approval of Minutes from March 14, 2018 done electronically**

Ms. Lawless reported the minutes were sent out for review and were approved electronically. They have since been forwarded to the University Council.

**Old Business**

Ms. Lawless mentioned the fourth grievance this year was received and the grievability panel completed.

**New Business**

A presentation was made by Erin McCann, Director of Strategic Planning. A copy of the presentation will be distributed to members along with the meeting minutes. Questions or feedback should be directed to Ms. McCann.

Ms. Lawless noted that AY 2018-2019 CAPFA representative elections will be held April 16th-27th. A notice will be placed in VT News four times during those two weeks. All current members are encouraged to vote.

Next item of discussion were commission representative reports. No reports were made from other commissions.

The meeting concluded with an announcement of the next meeting to be held on May 9, 2018 at 1:30 PM.
Strategic Planning Process

Menah Pratt-Clarke
Vice President for Strategic Affairs

Strategic Planning Process Update
April 2018
Overview

- Beyond Boundaries Summary
- Strategic Planning Structure
- Common Foundation
- Strategic Framework Integration
- Proposed Mission, Vision, Core Values and Objectives
- Planning Process and Roadmap
- Next Steps
- Questions
Beyond Boundaries is the foundation for a vision for Virginia Tech a generation into the future.
Beyond Boundaries is the foundation for a vision that provides a framework for Virginia Tech to:

- Be **nationally/internationally recognized** for excellence in academics, research, and innovation
- **Compete for top talent** across faculty, staff, and students
- **Expand** the breadth and depth of educational and experiential opportunities through inclusion and diversity
- **Address** continued funding cuts and disinvestment at federal and state levels
- Make a clear case for **philanthropy** and public-private partnerships
- Become more **operationally nimble** and **adaptable** to address industry changes and funding challenges
Guiding Components and Discovery Concepts of Beyond Boundaries

**Campus of the Future**
Determining future campus facility and infrastructure needs.

**Global Land-Grant**
Utilizing research and service to address complex global issues.

**New Funding Models**
Identifying new and diverse revenue sources for future growth.

**Preparing Students**
Creating innovative approaches to teaching and learning.

**VT-Shaped Discovery**
Purpose-driven engagement with a combination of disciplinary depth and interdisciplinary capacities.

**Communities of Discovery**
Advance organizational networks and engage the university in ideas that matter.

**Nexus of Discovery**
Living laboratory that projects Virginia Tech to the world and brings the world to Virginia Tech.
Current Initiatives

Destination Areas and Strategic Growth Areas
Advances Beyond Boundaries by combining existing academic and research strengths with innovative transdisciplinary teams, tools, and processes.

InclusiveVT
Virginia Tech’s institutional and individual commitment to Ut Prosim (That I May Serve) in the spirit of community, diversity, and excellence.

Campus Master Plan
Buildings and facility component of the strategic plan that serves as a road map for the physical future of campus.

Partnership for Incentive-Based Budget (PIBB)
Tool for supporting the strategic vision of the university through an incentive-based college-level budget process.
Strategic Planning Structure

Office for Strategic Affairs

Steering Committee

Advisory Committee

Metrics and Rankings Subcommittee

Research Subcommittee

Data Analysis Workgroup

SWOT Analysis Workgroup
Leadership Team
Office for Strategic Affairs

Menah Pratt-Clarke
Vice President
for Strategic Affairs

Erin McCann
Director
for Strategic Planning

Patty Becksted
Assistant Director
for Strategic Planning

Agnes Porter
Program Administrator
for Strategic Affairs
### Leadership Team

**Steering Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Department/Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matthew Holt</td>
<td>Professor and Head of Department of Agricultural and Applied Economics</td>
</tr>
<tr>
<td>Anne Khademian</td>
<td>Professor and Director of the School of Public and International Affairs</td>
</tr>
<tr>
<td>Lara Khansa</td>
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<td>Benjamin Knapp</td>
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<tr>
<td>Ronald Fricker</td>
<td>Professor and Head of the Department of Statistics</td>
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<tr>
<td>Mallory Miller</td>
<td>Project Manager, Office of the Executive Vice President and Provost</td>
</tr>
<tr>
<td>Theresa Mayer</td>
<td>Vice President for Research and Innovation</td>
</tr>
<tr>
<td>Name</td>
<td>Position and Department</td>
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<tr>
<td>Catherine Amelink</td>
<td>Assistant Vice Provost for Learning Systems Innovation and Effectiveness</td>
</tr>
<tr>
<td>Jennifer Case</td>
<td>Professor and Head of the Department of Engineering Education</td>
</tr>
<tr>
<td>Jeff Earley</td>
<td>Associate Vice Provost for Finance</td>
</tr>
<tr>
<td>Kwame Harrison</td>
<td>Associate Professor of Sociology</td>
</tr>
<tr>
<td>Chelsea Corkins</td>
<td>Graduate Assistant, College of Agriculture and Life Sciences</td>
</tr>
<tr>
<td>Tom Crawford</td>
<td>Professor and Chair of the Department of Geography</td>
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<tr>
<td>Laura Hungerford</td>
<td>Professor and Head of the Department of Population Health Sciences</td>
</tr>
<tr>
<td>Benjamin Jantzen</td>
<td>Assistant Professor of Philosophy</td>
</tr>
<tr>
<td>David Guerin</td>
<td>Associate Vice Provost for Communications</td>
</tr>
<tr>
<td>Steve Holbrook</td>
<td>Professor and Head of the Department of Geosciences</td>
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<td>Anne Khademian</td>
<td>Presidential Fellow</td>
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<tr>
<td>James Harder</td>
<td>Project Research Specialist</td>
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### Advisory Committee

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<tbody>
<tr>
<td>Benjamin Knapp</td>
<td>Director of the Institute for Creativity, Arts, and Technology</td>
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<tr>
<td>Lisa Wilkes</td>
<td>Interim Vice President for Human Resources</td>
</tr>
<tr>
<td>Nick Stone</td>
<td>Director of Operations for the National Capital Region</td>
</tr>
<tr>
<td>Tammie Smith</td>
<td>Business Operations Specialist</td>
</tr>
<tr>
<td>Kenneth Wong</td>
<td>Associate Dean of the Graduate School, National Capital Region and Director of the Northern Virginia Center</td>
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<td>Karen Roberto</td>
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<tr>
<td>Paige Talley</td>
<td>Student, College of Liberal Arts and Human Sciences</td>
</tr>
<tr>
<td>Brandon Lambert</td>
<td>Student, Pamplin College of Business</td>
</tr>
<tr>
<td>Mercedes Ramirez</td>
<td>Associate Vice Provost for Strategic Affairs and Diversity</td>
</tr>
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## Subcommittees

**Metrics and Rankings**

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<tbody>
<tr>
<td>Lauren Bulka</td>
<td>Associate Director of Strategic Initiatives, National Capital Region Operations</td>
</tr>
<tr>
<td>Ronald Fricker</td>
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<tr>
<td>Luisa Havens Gerardo</td>
<td>Vice Provost, Enrollment Management</td>
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<td>John Provo</td>
<td>Director of the Office of Economic Development</td>
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#### Research

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<tr>
<td>Ronald Fricker</td>
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<td>Chris Barrett</td>
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<td>Director, Virginia Tech Transportation Institute</td>
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<tr>
<td>Loy Van Crowder</td>
<td>Executive Director of the Office of International Research, Education, and Development</td>
</tr>
<tr>
<td>Cassandra Hockman</td>
<td>Communications Coordinator, Fralin (Administrative Support)</td>
</tr>
<tr>
<td>Sanjay Raman</td>
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Creating a Common Committee Foundation

- Review Beyond Boundaries
- Examine Current Strategic Plan
- Analyze Prior Strategic Plans
- Explore Academic and Administrative Units
Creating a Common Committee Foundation: Retreat 1, January 10, 2018

- Pathways/VT Shaped/Experiential Learning/Destination Areas/Strategic Growth Areas (Rachel Holloway)
- Graduate Education, Interdisciplinary Graduate Education Programs (Karen DePauw)
- Student Affairs (Patty Perillo)
- Research Enterprise/Institutes/ Learning/Destination Areas/Strategic Growth Areas (Theresa Mayer)
- Master Plan (Jason Soileau)
- External Affairs & Outreach National Capital Region (Steve McKnight, Nick Stone)
- International and Outreach (Guru Ghosh)
- Roanoke and Health Science &Technology Center (Mike Friedlander)
- Financial Affairs (Tim Hodge, Ken Smith)
- InclusiveVT (Menah Pratt-Clarke)
Creating a Common Committee Foundation: Retreat 2, January 26, 2018

- Corp of Cadets (Randy Fullhart)
- Human Resources (Lisa Wilkes)
- Information Technology (Scott Midkiff)
- Learning Systems and Destination Areas (Don Taylor)
- Library Services (Tyler Walters)
- University Relations (Tracy Vosburgh)
- Faculty Affairs (Jack Finney)
- Advancement (Charles Phlegar)
- Government Relations (Chris Yianilos)
Creating a Common Committee Foundation: Retreat 3, February 9, 2018

- Dean of Science (Sally Morton)
- Dean of Engineering (Julie Ross)
- Associate Dean of Business (Kevin Carlson)
- Athletics (Whit Babcock)
- Enrollment (Luisa Havens)
- Virginia Cooperative Extension (Cathy Sutphin)
- Dean of College of Liberal Arts and Human Sciences (Rosemary Blieszner)
- Dean of Natural Resources (Paul Winistorfer)
- Dean of Architecture (Richard Blythe)
- Dean of Veterinary College (Gregory Daniel)
- Dean of Agriculture and Life Sciences (Alan Grant)
- VT Carilion School of Medicine (Dan Harrington)
Strategic Framework Development Process
Fall 2017-Spring 2018

Beyond Boundaries Vision

University Colleges and Units Overview

Prior Strategic Plan Review

Draft Vision, Mission, Core Values, Strategic Objectives
We will be the global leader for transformative change in the spirit of *Ut Prosim* (That I May Serve).
As a public land grant university, we enhance personal development; foster economic growth and sustainability; promote diverse and inclusive communities; advance the human condition; and improve the quality of life through knowledge, discovery, innovation, and creativity.
Draft Strategic Objectives

The key principles that support the vision and mission

Global Land-Grant
Engage in integrated approaches to discovery, learning, and engagement – regionally, nationally, and globally.

Economic Development
Support the viability of the Commonwealth of Virginia and the nation through economic development, industry partnerships, and talent development.

Research and Discovery
Advance knowledge acquisition, discovery, innovation, and the creative process within and across disciplines.

Student Success
Prepare students, through innovative teaching and learning, to be empathetic, creative, informed, and engaged citizens.
Draft Strategic Objectives

The key principles that support the vision and mission

**Inclusion, Diversity, and Excellence**

Promote the institutional and individual commitment to community, diversity, equity, and excellence in accordance with the Principles of Community.

**Financial Sustainability**

Identify and manage new, diverse, and sustainable revenue sources and implement versatile and robust financial management models and systems.

**Campus of the Future**

Create and sustain an infrastructure that supports world-class talent and provides dynamic learning and discovery environments through a technology-enhanced, data-enabled, and interconnected campus.

**Continuous Planning**

Integrate continuous planning, evaluation, and assessment to ensure the organizational capacity for agile, flexible, and data-informed decisions.
Draft Core Values
The foundation for the vision, mission, and strategic objectives

Collaboration and Integration.
We value an integrated approach to discovery, learning, and outreach that is collaborative, transdisciplinary, and impactful.

Diverse and Inclusive Communities.
We value the imperative of diversity, inclusion, and equity to achieve excellence.

Access and Affordability.
We are committed to creating affordable educational opportunities for the Commonwealth of Virginia consistent with its land-grant mission.

Mutual Respect and Open Expression.
We support and promote open expression, self-awareness, mutual respect, and the engagement of different perspectives to enhance discovery, learning, and outreach.

Ethics and Integrity.
We expect the university and its members to maintain the highest standards of integrity and ethical behavior, both personally and professionally.

Reflection and Improvement.
We value continuous evaluation and improvement to advance individual and institutional objectives.
Strategic Plan Components

Virginia Tech Strategic Planning Framework

- Operational
  - Organization
- Financial
  - PIBB, Administrative and Auxiliary Budget Processes
- Structural
  - Infrastructure
- People
  - Faculty, Staff and Students
Campus Engagement Activities
April and May 2018

Student Government Association Committee
Department Heads Council Executive Committee
Faculty Senate
Commission on Administrative and Professional Faculty
Commission on Research
Commission on Student Affairs
Commission on Faculty Affairs
University Council
President’s Leadership Council
Northern Capital Region Senior Management Team
Commission on Staff Policies and Affairs
Commission on Outreach and International Affairs
Commission on Equal Opportunity and Diversity
Commission on Undergraduate Studies and Policies
Commission on Graduate Studies and Policies
Staff Senate
Commission on University Support
Graduate Student Assembly
Council of Deans
Information gathering and collaboration.
- January – April 2018 Retreats, committee meetings, collaboration with university units.

Develop mission, vision, core values and objectives.
- March 2018 – Draft mission, vision, core values and objectives, develop communication strategy, workgroups and university presentations to subcommittees.

Campus engagement and communication.
- April 2018 – Engage and inform campus of the strategic planning process.

Data analysis to formulate goals and metrics.
- May thru August 2018 – Formulate goals and metrics, research and review rankings, re-engage and inform campus.

Finalize the strategic framework.
- September 2018 - April 2019 – Finalize goals, metrics and the strategic framework.

Partnership for implementation.
- May 2019 – Present the strategic framework to the campus, partner with campus units for implementation.

Continuous Evaluation.
Questions

- Feedback:
  - [http://www.beyondboundaries.vt.edu/strategicplanning.html](http://www.beyondboundaries.vt.edu/strategicplanning.html)
  - Qualtrics Survey