COMMISSION ON OUTREACH AND INTERNATIONAL AFFAIRS
Minutes
April 19, 2018; 3:30-4:30 p.m.
Gateway Center; 902 Prices Fork Road; Suite 120

Attendance: Bonnie Alberts, Jan Helge Bøhn, Urs Buehlmann, Dave Close, Svetlana Filiatreau, Samantha Fried, Guru Ghosh, Ian Leuschner, Shelley Martin, Karen Munden (via phone), Valerie Ragan, Heinrich Schnoedt, Brett Shadle, Susan Short, Patty Becksted (guest), Erin McCann (guest), Mallory Miller (guest)

Absent: Andrea Brunais, Greg Daniel, Ed Jones, Roberto Leon, Djordje Minic, Kang Xia

1. Welcome and Introductions
   Jan Helge Bøhn welcomed the group; self-introductions were made.

2. Agenda Approval
   Jan Helge made the call for a motion to approve the agenda; there were no modifications and all were in favor and the agenda was approved.

3. Call for Announcements
   Jan Helge made the call for announcements. No announcements were made.

4. Announcement of Approval of Minutes, March 15, 2018
   Jan Helge announced that the minutes from the March 15, 2018 meeting have been approved electronically and forwarded to the University Council and to the University Governance website: http://www.governance.vt.edu/outreach-and-international-affairs.php.

5. Strategic Planning Process Update
   Erin McCann, Director of Strategic Planning, from the Vice President for Strategic Affairs Office, presented and introduced her colleagues, Patty Becksted and Mallory Miller (see attached). A handout was also distributed (see attached); there is a link on their website. A survey and Town Hall meetings will take place next week; they are currently gathering feedback from the various units on campus.

   Discussion included Global and Engagement (Service) being a part of the mission and to be included in the strategic plans. The mission conveyed is Learning, Discovery and Engagement. As a global land-grant University, there were a lot of portions of the plans that were missing these concepts.

   Erin thanked the group for all the feedback and was going to take the information back to the committee for further review.

6. Chairman’s Report
   Jan Helge discussed the University Council meetings. The March 19, 2018 meeting was cancelled, and the April 2 and 16 meeting minutes are on-line. Minutes may be found at: http://www.governance.vt.edu/.

   There was not an Engagement Leadership Council meeting since the commission last met; therefore, there was nothing to report.

7. Global Education Office (GEO) and Scholarships
   Brett Shadle spoke on the issue that there are not any scholarships for the upcoming year for GEO. In the past the Virginia Tech Language and Culture Institute (LCI) had provided scholarships; however it was explained that it is not in the LCI budget for this year. Brett indicated that there was an ongoing issue with engaging administration to put money behind scholarships. With the new Partnership for an Incentive Based Budget (PIBB), there isn’t much assistance for help. The question
was how can these issues be raised to administration. The understanding was to charge advancement with the task to back Study Abroad; but if 40% of students is the target for Study Abroad, the backing is not built into the scorecard metrics.

8. **First Reading-Alumni Awards for Outreach Excellence Language Update**
Discussion included updating the language of the Alumni Awards for Outreach Excellence. Those that do not plan to be present at the next meeting will be asked to cast their votes electronically. Other members attending can vote at the May 10, 2018 meeting.

9. **Subcommittee on International Alumni Relations and Advancement**
Svetlana Filiatreau indicated she had to leave early, but sent a summary of her report:

> “The COIA International Alumni and Advancement Subcommittee met three times – March 9, 23, and April 17. To date, the subcommittee has identified a number of categories of international students, alumni, and broader global “friends” affiliated with VT that should be considered in developing VT strategy for engagement with global alumni and friends. The subcommittee has focused on the largest category “international students/ alumni” and identified (1) the types of information needed by various internal stakeholders for their programming needs and (2) current data sources and stakeholders managing (and having access to) these data sources. Further, the subcommittee has begun identifying capabilities that need to be present in a broader “platform” that would allow for current multiple data sources to be cohesively integrated, while also being accessible for various programming needs of a number of internal stakeholders. Finally, the committee has completed the first draft of the 2-3 year work plan and expects to submit the final version to COIA for the May meeting.”

10. **Reports**
   a. **Virginia Cooperative Extension (VCE)**
      There were no reports.
   
   b. **University Committee on International Affairs (UCIA) Meeting**
      The March 26, 2018 meeting was cancelled. Minutes from UCIA may be found at: https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html.

11. **Commission Board Member Comments**
   There were no comments.

   A motion to adjourn was made, seconded, all were in favor.

   Respectfully submitted,

Kimberly Rhodes-Recording Secretary

**TENTATIVE MEETING DATES FOR 2017-2018**
(All meetings will be from 3:30-4:30 p.m. and will take place at the Gateway Center-902 Prices Fork)
- May 10, 2018

**TENTATIVE MEETING DATES FOR 2018-2019**
- August 30, 2018 (3:00-3:30 p.m. Orientation New Members only)
- September 20
- October 18, 2018
- November 15, 2018
- December 13, 2018
- NO JANUARY MEETING
- February 21, 2019
- March 21, 2019
- April 18, 2019
- May 9, 2019
Strategic Planning Framework

The Strategic Planning Committees, including Virginia Tech faculty, staff, and students, have been working this spring on a strategic planning process to guide the institution’s direction and goals and support the university’s Beyond Boundaries vision. Through this process, an initial draft has been developed to help outline Virginia Tech’s mission, vision, core values, and strategic objectives to ensure a sustainable Virginia Tech. We welcome your input on this draft document, and encourage you to share thoughts by visiting beyondboundaries.vt.edu/strategicplanning.html.

Draft Vision: An inspirational and aspirational statement of what we want to become. We will be the global leader for transformative change in the spirit of Ut Prosim (That I May Serve).

Draft Mission: How the vision will be achieved. 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 with a passion for addressing complex societal problems.
- 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 engagement 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.
Beyond Boundaries

What is Beyond Boundaries?
Beyond Boundaries is the foundation for a vision for Virginia Tech a generation into the future.

Why is it important to Virginia Tech?
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 in faculty, staff, and students.
- Expand breadth and depth of educational and experiential opportunities through inclusion and diversity.
- Address continued funding cuts and disinvestment at federal and state level.
- Make clear case for philanthropy and public/private partnerships.
- Become more operationally nimble and adaptable to industry changes and funding challenges.

President Sands’ Challenge
Engage the Virginia Tech community in a visioning process to support two interrelated goals:

- Advance Virginia Tech as an internationally-recognized, global land-grant university.
- Strategically address the challenges and opportunities presented by the changing landscape of higher education.

Guiding Components of Beyond Boundaries (Beyond Boundaries: A 2047 Vision)

Thematic Areas:

- **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.

Discovery Concepts:

- **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.

Initiatives:

- **Destination Areas and Strategic Growth Areas** — Advance 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 Prāsim (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.
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, and Core Values
- Planning Process and Roadmap
- Next Steps
- Questions
What is Beyond Boundaries?
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.
Current Initiatives

Destination Areas and Strategic Growth
- Advances Beyond Boundaries by combining strengths with innovative transdisciplinary teams.

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.
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>Role 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>Sylvester Johnson</td>
<td>Assistant Vice Provost for the Humanities</td>
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<td>Mallory Miller</td>
<td>Project Manager, Office of the Executive Vice President and Provost</td>
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<td>Vice President for Research and Innovation</td>
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Office for Strategic Affairs

Virginia Tech
## Advisory Committee

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Catherine Amelink</td>
<td>Assistant Vice Provost for Learning Systems Innovation and Effectiveness</td>
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<tr>
<td>Jennifer Case</td>
<td>Professor and Head of the Department of Engineering Education</td>
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<tr>
<td>Anne Khademian</td>
<td>Presidential Fellow</td>
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<tr>
<td>Kwame Harrison</td>
<td>Associate Professor of Sociology</td>
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<tr>
<td>Chelsea Corkins</td>
<td>Graduate Assistant, College of Agriculture and Life Sciences</td>
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<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>
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<tr>
<td>Benjamin Jantzen</td>
<td>Assistant Professor of Philosophy</td>
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<tr>
<td>David Guerin</td>
<td>Associate Vice Provost for Communications</td>
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<tr>
<td>Brandon Lambert</td>
<td>Student, Pamplin College of Business</td>
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<tr>
<td>Mercedes Ramirez</td>
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<tr>
<td>Paige Talley</td>
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# Subcommittees

## Metrics and Rankings

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<tr>
<td>Lauren Bulka</td>
<td>Associate Director of Strategic Initiatives, National Capital Region Operations</td>
</tr>
<tr>
<td>Ronald Fricker</td>
<td>Professor and Head of the Department of Statistics</td>
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<td>Luisa Havens Gerardo</td>
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Subcommittees

Research

Ronald Fricker  
Professor and Head of the Department of Statistics

Chris Barrett  
Professor and Director, Biocomplexity Institute

Karen Roberto  
Director of the Institute for Society, Culture, and Environment

Matthew Holt  
Professor and Head of Department of Agricultural and Applied Economics

Theresa Mayer  
Vice President for Research and Innovation

Steve Holbrook  
Professor and Head of the Department of Geosciences

Tom Dingus  
Director, Virginia Tech Transportation Institute

Lara Khansa  
Associate Dean for Undergraduate Programs, Pamplin College of Business

Benjamin Knapp  
Director of the Institute for Creativity, Arts, and Technology

Loy Van Crowder  
Executive Director of the Office of International Research, Education, and Development

Catherine Amelink  
Assistant Vice Provost for Learning Systems Innovation and Effectiveness

William Knocke  
Professor and Program Coordinator, Department of Civil & Environmental Engineering

Kenneth Wong  
Associate Dean of the Graduate School, National Capital Region and Director of the Northern Virginia Center

Sanjay Raman  
Associate Vice President, Virginia Tech Research Center

Karen Roberto  
Director of the Institute for Society, Culture, and Environment

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Sanjay Raman  
Associate Vice President, Virginia Tech Research Center
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 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)
Committee Presentations and Discussions

PIBB
(Jeff Earley)

Biocomplexity Institute
(Chris Barrett)

Virginia Tech
Transportation Institute
(Tim Dingus)

Financial Resource Metrics
(Savita Sharma)

Academic Affairs Metrics
(Ken Smith)

FRALIN
(Dennis Dean)

Metrics In Academia
(Ron Fricker)

HUME
(Charles Clancy)

Rankings and Metrics Indicators
(James Harder, Mallory Miller)

Destination Areas
(Marcia Davitt)

Research
(Theresa Mayer)

Institute for Society Culture and Environment
(Karen Roberto)

Institutional Research
(Roxanne Gile, Abhay Joshi)

Institute for Creativity Arts and Technology
(Ben Knapp)

Auxiliary Budget Process
(Tim Hodge)

Virginia Tech
Transportation Institute
(Tim Dingus)

Institute for Society Culture and Environment
(Karen Roberto)

Institutional Research
(Roxanne Gile, Abhay Joshi)

Institute for Creativity Arts and Technology
(Ben Knapp)

Auxiliary Budget Process
(Tim Hodge)
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
Draft Vision

An inspirational and aspirational statement of what we want to become

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 the nation through economic development, research and discovery, and the creative process within and across disciplines.

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The key principles that support the vision and mission

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

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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 campus.

Continuous Planning
Integrate continuous planning, evaluation, and assessment, 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
  - PIBB, Administrative and Auxiliary Budget Processes

- Financial
  - Infrastructure

- Structural
  - Faculty, Staff and Students

Office for Strategic Affairs
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
- Qualtrics Survey