

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

August 31, 1994,
President's Board Room,
3:00 p.m. - 5:00 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Neal Castagnoli, Elizabeth Creamer, Larry Freeman, Shiloh Bates (for Seth Ginther), John Eaton (for Michael O'Brien), Randy Grayson, Louis Helfrich, Sam Hicks, Pat Hyer, Kathye Johnston, Peter Karp, Rosary Lalik, Gary Larrowe, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Wyatt Sasser, Larry Shumsky, Richard Sapon-White, Wayland Winstead

Absent: Michele Huebsch, Jim Wolfe, Richard Zody

Visitors: Susan Asselin, Pat Bryant, Ann Craig, Betty Heath-Camp, Glen Holmes, Mary Ann Lewis, Kathy Metcalf, Jerry Niles, Dianne Robertshaw, Tom Sherman, Daisy Stewart, Bob Sumichrast, Clair Vaught

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Fred Carlisle, Senior Vice President and Provost called the meeting to order at 3 p.m. and asked for revisions to the minutes of the June 29, 1994 meeting. There being none, the minutes were approved as submitted.

2. 1995 LEGISLATIVE SESSION BUDGET AMENDMENTS.

Minnis Ridenour, Executive Vice President, introduced the Budget Session Amendments and explained that the amendments were presented to and approved by the Board of Visitors during the August 29, 1994 meeting. Although no formal instructions for the preparation of these amendments have been received yet, they are expected within a few days. The university continues to seek restoration of the appropriations to the Agriculture Experiment Station and the Cooperative Extension Service reduced in 1994 for the fifth time since 1990. Additionally, the university list of critical needs includes faculty and staff salary increases, money to finance the planning and initial implementation of initiatives in Information and Communication Science and Technology (Information Superhighway program), and the Equine Medical Center.

3. 1996-98 CAPITAL BUDGET SUBMISSION.

Kathye Johnston, Director, Budget and Financial Planning, briefly explained each of the components of the capital budget list. It is expected that the list will be submitted about mid-October and results received by mid-December. There will be another opportunity to submit requests during the 1995 legislative session.

4. COLLEGE OF EDUCATION REDUCTION IN FORCE PLAN.

Fred Carlisle asked Wayne Worner, Interim Dean, College of Education, to present the plan deferring questions until the end of the presentation. Further, he asked that the council members read the plan (copies were provided for all council members) and prepare for an evaluation during the next scheduled meeting.

Wayne Worner described the evolution of the plan and the accompanying adjustments and realizations that took place within the college during the preparation of the plan.

Fred Carlisle asked council members to read the plan, using as a reference the outlined scope of the council (distributed this summer) in preparation for the weekly meetings scheduled through October. It is anticipated that the primary focus of at least the next two weekly meetings will be the College of Education Reduction in Force Plan. The due date for the report to the University Council is October 14, 1994.

5. RESTRUCTURING PLAN.

Fred Carlisle announced that the restructuring plan has been submitted to the State Council of Higher Education and to the Secretary of Education. Wayland Winstead, University Director of Planning, briefly described the aspects of the plan emphasizing the slant toward an external audience. Copies of the plan were provided to council members.

There being no further business, the meeting adjourned at 5:05 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

September 7, 1994

Executive Conference Room

Donaldson Brown Hotel and Conference Center

3:00 p.m. - 5:00 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Neal Castagnoli, Elizabeth Creamer, Larry Freeman, Randy Grayson, Sam Hicks, Pat Hyer, Kathye Johnston, Peter Karp, Rosary Lalik, Gary Larrowe, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Leslie O'Brien (for Richard Sapon-White), Wyatt Sasser, Larry Shumsky, Wayland Winstead, Richard Zody

Absent: Seth Ginther, Louis Helfrich, Jim Wolfe

Visitors: Ann Craig, Donald G. Creamer, Joe Merola, Cathy Metcalf, Jan Nespor, Tom Sherman

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3 p.m. and asked for revisions to the minutes of the August 31, 1994 meeting. The minutes were transmitted electronically and several members of council had not had time to review. Mr. Ridenour deferred approval of the minutes until the next meeting scheduled for September 14, 1994.

2. COLLEGE OF EDUCATION REDUCTION IN FORCE PLAN.

Minnis asked Wayne Worner, Interim Dean, College of Education, to open discussions with a follow-up to the prior meeting presentation of the plan. Minnis then opened the floor for questions and/or comments. Council members addressed the following topics: how the plan reflects planning for specific areas of need, the adequacy of faculty input in the evolution of the plan (particularly faculty in Northern Virginia), the extent to which course sequences have been considered in conjunction with changes in demand as a result of the plan, how the priorities of the university are incorporated in the plan, previous knowledge of or contact with universities that have experience with privatization, the implication that quality may be lost due to the reduced resource base, and a potential for change in expectations of the college in view of the change from the previous growth orientation of the college. Wayne Worner was asked to be available to return to a subsequent Budget and Planning Council meeting sometime after the public presentation scheduled for September 16, 1994.

After discussion of the proposal for privatization of the Adult Education program included in the plan, a decision was made to continue discussion of the topic of privatization in more detail at the next meeting.

3. 1996-98 CAPITAL BUDGET SUBMISSION.

Kathye Johnston, Director, Budget and Financial Planning, presented to council members and guests the Six-Year Capital Plan. Minnis asked members of the council to review the handout

prior to the next meeting and to be prepared to ask questions or discuss during the next meeting.

4. OTHER BUSINESS.

The agenda for the next meeting scheduled for September 14, 1994 was prioritized as follows: 1) Capital Budget Submission, and 2) Privatization of Adult Education Program, College of Education.

There being no further business, the meeting adjourned at 4:55 p.m.

MINUTES

ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

September 14, 1994,
President's Board Room,
3:00 - 5:00 p.m.

Present: Blieszner, Carlisle, Castagnoli, Creamer,
Freeman, Grayson, Helfrich, Hyer, Johnston,
Karp, Lalik, Larowe, Martinson, Pratt,
Ridenour, Rutherford (for Ginther), Sapon-White,
Sasser, Winstead, Zody

Absent: Hicks, Huebsch, Shumsky, Wolfe

Guests/Visitors: Ashby, Foster (for Craig), Harris, Heathcamp,
Sumichrast, Worner

1. CALL TO ORDER AND REVIEW OF AUGUST 31, 1994 AND SEPTEMBER 7, 1994 MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order and asked for comments or revisions to the August 31, 1994 and September 7, 1994 minutes. There being none, the minutes were approved.

2. CAPITAL BUDGET SUBMISSION.

Kathye Johnston, University Director of Budget and Financial Planning, discussed the capital budget submission that was distributed and reviewed at the September 7, 1994 meeting. The plan will be submitted this spring or early next fall to the Department of Planning and Budget for the next biennium. The six-year capital plan is the result of a two year process involving the deans, vice presidents, and others at the university. The needs identified in this process were prioritized, with the top priorities submitted for 1994-96. The university requested \$202 million and \$49 million was approved, mostly as non-general funds. A modified plan will be developed for the next biennium, reflecting some changes in priorities and new initiatives. Additional items will be added to the plan as needed.

Timothy Pratt, Professor, Electrical Engineering, requested further discussion of the Advanced Communications and Information Technology Center. Initially, these projects were separate, but later it was determined that combination of the two projects would result in a number of advantages to the university. A number of other projects were combined, such as the Student Health and Fitness Center. Peter Karp, University Architect, indicated that he would present a more detailed overview of the project at a later date. In addition, Peter will provide a Master Plan update and will jointly present an update of the Integrated Space Plan with Wayland Winstead, University Director of Planning.

Kathye Johnston discussed the State Council of Higher Education of Virginia (SCHEV) Capital Program. Items included under this

program will be submitted during the 1995 Session of the General Assembly. The SCHEV Capital Program allows the university an opportunity to present requests for the second half of the biennium, and is similar to the Equipment Trust Program, with the Commonwealth issuing revenue bonds to provide a continuous source of funding. Initially, there will be approximately \$75 million for distribution, primarily for use in new technology programs and programs that will accommodate increased enrollment.

Kathye Johnston noted that Schedule 3 of the plan was in 1991 dollars and that the schedule would be updated and redistributed. Timothy Pratt asked what criteria were used to designate a project as a capital project; as defined, a capital project costs more than \$250,000 or is greater than 5,000 square feet. Kathye Johnston asked that council members send comments and feedback electronically to her, Wayland Winstead, or Peter Karp. It was also noted that the Virginia Tech Gopher contained sections on Planning and Budgeting with links to the history of planning at Virginia Tech, the Integrated Space Plan, and other budget information.

3. PRIVATIZATION OF ADULT EDUCATION PROGRAM, COLLEGE OF EDUCATION.

Fred Carlisle introduced for the discussion privatization of the Adult Education Program in the College of Education. Wayland Winstead provided a background on the topic. There are two main issues: Is this consistent with the mission of the university, or should the university increase reliance on non-general fund sources and decrease reliance on general fund sources?

Minnis Ridenour, Executive Vice President, discussed the issue from a public policy stance, noting that the issue was not one of privatization but of financial independence. The Adult Education Program could be structured as a cost recovery, where expenses are covered by revenues. However, this program seems to be more suitably placed in the Center for Organizational and Technological Advancement (COTA) as a non-credit program. Fred Carlisle noted that differential costs for programs at the university are balanced to provide the same cost to students for high and low demand programs. This is a matter of public policy. Dedicating specific resources to a program could only be accomplished if the program was small and did not have a detrimental effect on university policy overall. Expanding this concept to other programs would have budget implications.

Wayne Worner, Interim Dean of the College of Education, noted that much of the popularity (and hence demand) of the program is for credit. If the program became non-credit, enrollment in the program would likely decrease significantly. Further, businesses are beginning to lose interest in continuing education unit (CEU) programs. The program is not necessarily a "need" of the university, but rather a response to the market demand for the program.

Fred Carlisle indicated that a number of models would be developed, based on discussions, to present to the council for review. Minnis Ridenour noted that this program and others like it, extend the reach of the university throughout the state and focus attention on the Blacksburg campus. Fred Carlisle noted that the College of Education would need input by mid October. Wayne Worner commented that the College has already recommended closing the program effective January 1, 1995 unless the university decides to study the issue further. In addition, the College of Education will not support the program using its

resources.

4. OTHER BUSINESS.

There being no further business, the meeting adjourned at 4:57 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

September 21, 1994,
President's Board Room,
Burruss Hall,
3:00 p.m. - 3:45 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Neal Castagnoli, Elizabeth Creamer, Larry Freeman, Louis Helfrich, Sam Hicks, Michele Huebsch, Pat Hyer, Kathye Johnston, Rosary Lalik, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Jason Rutherford, Wyatt Sasser, Larry Shumsky, Wayland Winstead, Jim Wolfe

Absent: Randy Grayson, Peter Karp, Gary Larrowe, Richard Sapon-White, Richard Zody

Visitors: John Ashby, Ann Craig, Larry Harris

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order at 3:00 p.m. and asked for comments and/or revisions to the minutes of the September 14, 1994 meeting. There were none offered and the minutes were approved as submitted.

2. RESIZING AND EFFICIENCY PLANS.

Minnis Ridenour, Executive Vice President, described a letter received late last week from the State Department of Planning and Budget requesting the submission of resizing and efficiency plans of 2, 4 and 6 percent from all state agencies. The plans are due the week of October 17, 1994. The dollar effect at Virginia Tech is summarized as follows:

	2%	4%	6%
	—	—	—
	\$2.1m	\$4.1m	\$6.2m
	\$500k	\$1.0m	\$1.5m
	\$600k	\$1.2m	\$1.8m
Total	<u>\$3.2m</u>	<u>\$6.3m</u>	<u>\$9.5m</u>

Virginia Tech's plan is to tie our response to the restructuring plan, recognizing reduced funding and capped tuition, and stressing our institution's inability to meet restructuring components should the proposed reductions become reality. Minnis Ridenour has communicated with his counterpart at UVA and confirmed that their approach will be very similar. The idea is to set the record by providing a description of the reductions already in place and follow it with specific examples of the ways the university's capacity to achieve renewal may be undermined by the proposed reductions.

Fred Carlisle added that the process for preparing contingency budgets will proceed as before and that opportunities will be provided, insofar as time permits, for this council and others

within the university to provide input. Fred Carlisle commented further that there are two parts to the response; a cover letter and a set of forms. The cover letter will be composed in a way that is explicit in describing what Virginia Tech will not be able to do should the proposed reductions be imposed without taking an offensive stance. Minnis Ridenour advised the council that our approach should be mindful of the Blue Ribbon Strike Force Commission and the focus of the committees under that strike force.

Council members proposed and discussed some strategies and options including a long range comprehensive restructuring plan for the entire university, development of a plan to increase enrollment without taxing facilities based on the electronic classroom, and the feasibility of acquiring private monies to help offset reductions.

3. OTHER BUSINESS.

Sam Hicks, Associate Professor of Accounting, requested that a future agenda include a discussion of the recent memorandum describing a 3% increase in VRS benefits. He specifically asked for information regarding the probability of a provision for TIAA-CREF as well.

Wayland Winstead, Director of Planning, provided a handout describing an example of a plan for privatization of the Adult Education Program, stressing that the handout is not a proposal, but an example of how a plan might be structured.

There being no further business, the meeting adjourned at 3:50 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

September 28, 1994,
President's Board Room,
Burruss Hall,
3:00 p.m. - 4:49 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Neal Castagnoli, Elizabeth Creamer, Larry Freeman, Randy Grayson, Louis Helfrich, Sam Hicks, Michele Huebsch, Kathye Johnston, Rosary Lalik, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Jason Rutherford, Richard Sapon-White, Larry Shumsky, Wayland Winstead, Richard Zody

Absent: Pat Hyer, Peter Karp, Gary Larrowe, Wyatt Sasser

Visitors: John Ashby, Ann Craig, Don Creamer, Betty Heath Camp, Marcia Harrington, Larry Harris, Mary Ann Lewis, Joe Merola, Dianne Robertshaw

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order at 3:00 p.m. and asked for comments and/or revisions to the minutes of the September 21, 1994 meeting. There were none offered, and the minutes were approved as submitted.

2. UPDATE ON RESIZING AND EFFICIENCY PLANS.

Fred Carlisle announced that it appears from a recent statement made by Governor George Allen that there will be no further reductions to higher education budgets. Fred added that the process for preparing contingency budgets will proceed as described during the September 21, 1994 meeting. Minnis Ridenour, Executive Vice President, reiterated that there are two parts to the response: a cover letter and a set of forms. The cover letter will be composed in a way that is explicit in describing the negative effect of further reductions, and in tying those effects directly to the previously submitted Virginia Tech restructuring plan. Minnis commented that Paul Torgersen, President, and Ralph Byers, Director of Governmental Relations, were in Richmond Wednesday morning and received positive feedback to our restructuring plan. Fred presented an article copied from the RICHMOND TIMES DISPATCH praising Virginia Tech, along with three other state universities, for their "comprehensive and aggressive plans".

3. COLLEGE OF EDUCATION RESTRUCTURING PLAN.

Fred Carlisle asked that the discussion begin with reports from the various commission representatives, and conclude with comments and/or changes to the proposed resolution.

Joe Merola, Chair, Commission on Graduate Studies and Policies, relayed the consensus opposition of the commission members to

the concept of privatization based on its potential negative impact on program and academic quality. Joe also expressed the consensus view of the commission that the Adult and Continuing Education program may be consistent with the overall university mission, if not with the College of Education mission.

Betty Heath Camp, Chair, Commission on Undergraduate Studies, relayed acceptance of the plan by the commission with the condition that certain concerns be presented to this council. Expressed concerns include the impact of a probable movement toward fifth year programs for middle school and secondary education programs, timing of decisions for specific programs and the impact on currently enrolled students, the absence of consideration for future elimination of programs, and an implied move away from undergraduate education.

Larry Harris, Associate Dean, College of Education, responded to the concerns regarding expanding to a five year program for teacher certification, expressing a need for support of the college's attempt to be more rigorous in the training of teachers. Mary Ann Lewis, Assistant Dean, College of Education, provided some historical background and cited specific state directives that influenced the decision of the college to move in the direction of a five year program.

Don Creamer, Chair, Commission on Faculty Affairs, relayed acceptance and approval of the plan, and cited a commission consensus of confidence in fair treatment of the involved parties. The commission could provide no helpful comment regarding privatization, but offered a concern that hidden costs and issues are inherent in the plan that will require future consideration and/or action.

John Ashby, representative, Commission on Classified Staff Affairs, anticipates support and approval of the plan, and of the processes involved in the development of the plan, however, the Commission on Classified Staff Affairs has not yet met to discuss the College of Education's plan. They plan to meet on October 12, prior to the next Budget and Planning Council meeting.

Fred Carlisle accepted the commission reports, and remarked that the consensus reports from the commissions are adequate to allow the council to move to the next step, review of the draft resolution. Fred introduced the draft resolution and asked for comments and/or changes to the draft. Elizabeth Creamer, Director, LASC Advising Center, College of Arts and Sciences, proposed additional language designed to respond to the expectations of students currently enrolled in College of Education programs. In response to concern from some members of the council regarding the absence of time allotted to review the resolution in detail, Fred asked for a motion that the council take a ten minute recess to review the draft resolution. Neal Castagnoli moved for the recess, and Louis Helfrich seconded the motion. The motion passed. Immediately following the recess, there was a brief discussion regarding the feasibility of relocating the Adult Education Program elsewhere within the university, including attempts to identify the appropriate responsibility level for exploring possible alternative locations. Minnis Ridenour discussed the meaning of terms used to describe the various components of the alternative solutions to the elimination of the Adult Education Program, including privatization, direct and indirect costs, full cost recovery, and restructuring, and described some possible scenarios where consideration of each might be appropriate.

Elizabeth Creamer moved that page two include an additional item to read "the College of Education will make provisions to continue its commitment to all undergraduate students currently enrolled to complete degree programs through 1996". In response to council consensus that the date should be eliminated and that the specificity implied by addition of an item already perceived to be covered by paragraph four on page one be diminished, Elizabeth withdrew the motion and moved instead that paragraph four, line seven of the proposed document be amended to read ". . . for accommodating affected students including those currently enrolled in College of Education programs". Neal Castagnoli seconded the motion. The motion failed.

Sam Hicks, Associate Professor of Accounting, moved that the second bulleted item on page two be stricken from the document. Richard Zody, Professor, Urban Affairs and Planning, seconded the motion. The motion passed. Sam Hicks proposed further that the wording included in the first bulleted item on page two may be interpreted to indicate uncertainty and a lack of diligence on the part of the council. Sam suggested that all wording after "dated July 29, 1994" be stricken, and an exception for the section dealing with the privatization of the Adult Education Program be added. Larry Shumsky, Associate Professor, History, moved that all wording after "dated July 29, 1994" in the first bulleted item on page two be stricken and that the words "except for section VII, pages 25-28 of the Plan for Restructuring of the College of Education dealing with the privatization of the Adult Education Program" be added. Rosary Lalik, Associate Professor, Curriculum and Instruction, seconded the motion. The motion passed. Sam Hicks moved that paragraph one, page one be modified as follows: "WHEREAS, the College of Education has developed . . . and etc.". Larry Shumsky seconded the motion. The motion failed.

Fred Carlisle thanked the council for their comments/suggestions and announced that the formal vote to adopt/reject the amended resolution will be made a part of the agenda for the October 12, 1994 meeting.

4. OTHER BUSINESS.

Minnis Ridenour commented that the contingency plan will be presented at the October 12, 1994 meeting. Lauren Martinson, Assistant to the Executive Vice President, noted that the presentation of the Master Plan is also scheduled for that meeting. Wayland Winstead, University Director of Planning, asked that the update of the University Plan and the Self Study 1996-98 be made a part of the October 12, 1994 agenda.

There being no further business, the meeting adjourned at 4:49 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

October 12, 1994,
Conference Room 400-D,
Burruss Hall,
3:00 p.m. - 5:03 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Neal Castagnoli, Elizabeth Creamer, Larry Freeman, Louis Helfrich, Sam Hicks, Michele Huebsch, Pat Hyer, Peter Karp, Rosary Lalik, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Larry Shumsky, Wayland Winstead

Absent: Randy Grayson, Kathye Johnston, Gary Larrowe, Jason Rutherford, Jim Wolfe, Richard Zody

Visitors: Sandy Broughton, Ann Craig, Don Creamer, Betty Heath Camp, Bea Mahan, Joe Merola, Wayne Worner, Daisy Stewart

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order at 3:00 p.m. and asked for comments and/or revisions to the minutes of the September 28, 1994 meeting. There were none offered and the minutes were approved as submitted.

2. COLLEGE OF EDUCATION RESTRUCTURING PLAN RESOLUTION.

Fred Carlisle distributed copies of the revised resolution and called for comments. There being no revisions, Larry Shumsky moved for acceptance of the resolution as written. Wyatt Sasser seconded the motion. The motion passed.

Fred Carlisle asked Pat Hyer, Associate Provost, to brief members of the committee on the subsequent steps in the approval process. Pat Hyer said that the resolution will be presented to the University Council on Monday, October 17, and to the Ad Hoc Faculty Committee on Wednesday, October 19. She added that the resolution may be presented to the Board of Visitors during the November meeting if timing and schedules allow it.

3. RESIZING/EFFICIENCY CONTINGENCY PLAN.

Minnis Ridenour, Executive Vice President, reiterated the assumption that Virginia universities will not be subject to further budget reductions and reminded members of the council that this assumption is predicated on the recent statement made by Governor George Allen that there will be no further reductions to higher education budgets. Minnis Ridenour introduced the "draft" package to be submitted, pointing out the two components of the submission: a cover letter and a set of forms. He then described the package further by adding that the cover letter is intended to be a strong statement, composed in a way that is explicit in describing the negative effect of further reductions and in tying those effects directly to the

previously submitted Virginia Tech restructuring plan, and that the tables are provided to specifically respond to the 2%-4%-6% requirements.

Minnis reminded the council that the deadline for submission of the package is Monday, October 17. He added that it is the jointly held responsibility of Wayland Winstead, University Director of Planning, Ann Spencer, Associate Vice President for Personnel and Administrative Services, and Bea Mahan, Budget and Financial Planning, to be sure that the submission is complete and timely, and corresponds with the university's restructuring plans.

Members of the council discussed various aspects of the plan including the following items contained in the letter: the calculation of cost for the enrollment change at Virginia Tech related to the prospective surge in demand for higher education, the reconciliation of dollar amounts related to budget reductions cited in separate paragraphs or sections of the letter, the intent of the wording of the first paragraph on page 1, and future ramifications of a statement regarding student preparedness. Further questions were posed regarding items included in the tables: the reconciliation of positions, the preciseness of the description of a reduction in library acquisitions, and the doubling of costs of the 4% reductions to achieve the impact of the 6% reductions.

Minnis Ridenour asked that the council members consider the limited time allowed to respond and the complexity of the guidelines to which the plan must adhere. Larry Shumsky requested, and consensus agreed, that the description "reduce library acquisitions" be changed to "reduce information services". Fred Carlisle added that the Dean's Council recommendation is that the letter does not reflect a statement on behalf of the university and that it should be strengthened prior to submission. He asked that council members note specific revisions in the margin of the copy provided to each individual and submit to Wayland Winstead for consideration/incorporation into the document.

4. UPDATE OF THE UNIVERSITY PLAN/1996-98 SELF STUDY.

Wayland Winstead distributed a schedule for updating the university plan and conducting the 1996-98 self study, and discussed each component of the schedule. He then presented two options open to the university: a traditional self study or a non-traditional self study, and described the potential outcomes and advantages of each option. He added that the decision should be made prior to formulation of the budget for fiscal year '96.

5. UNIVERSITY MASTER PLAN PRESENTATION.

Peter Karp, University Architect, introduced a slide presentation that reflects an update approach to the Master Plan that is required by the Commonwealth of Virginia. This approach began about one year ago and reflects the major concepts of a long range look or future view for the next decade (1994-2004) of construction at Virginia Tech. The manuscript is in final editing now and it is expected that the document will be widely circulated after editing. The plan is to be delivered via both hard copy and electronically for purposes of "cross fertilization" among universities worldwide. Also, the University Architect's office will take the plan "on the road" soon to alumni and student organization gatherings.

6. OTHER BUSINESS.

There being no further business, the meeting adjourned at 5:03 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

November 30, 1994,
President's Boardroom,
210 Burruss Hall,
3:00 p.m. - 4:50 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Ann Craig, Larry Freeman, Randy Grayson, Louis Helfrich, Sam Hicks, Michele Huebsch, Gary Larrowe, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Wayland Winstead, Richard Zody

Absent: Neal Castagnoli, Elizabeth Creamer, Pat Hyer, Peter Karp, Rosary Lalik, Jason Rutherford, Larry Shumsky, Jim Wolfe

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order at 3:00 p.m. and asked for comments and/or revisions to the minutes of the October 12, 1994 meeting. There were none offered, and the minutes were approved as submitted.

2. ENROLLMENTS FOR 1994-95 AND TUITION/FEE IMPLICATIONS.

Minnis Ridenour, Executive Vice President, presented a schedule entitled "Tuition Revenue Analysis for FY 95" prepared by the Office of Budget and Financial Planning. Minnis explained the components of the schedule and why we are now faced with an unbudgeted shortfall in tuition revenues of \$1,623,420. The schedule generated considerable discussion, including a trend comparison of the tuition shortfall over the last three years; the need for more long term thinking toward a solution to the problem of changes in the enrollment mix; comparisons to peer institutions; the appropriateness of reversions as a long term solution to the recurring shortfalls; whether there is a collegiate deviation pattern, and, if so, the potential for apportioning the reversion accordingly. Also discussed was how our tuition mix problem compares statewide; the advisability of using all of the fringe benefit savings to offset this shortfall; the appropriateness/timeliness of current drop/add policies; the adequacy of the current budget estimating tools and measures; consideration of the possible development of price sensitivity to out-of-state students; whether the admissions recruiters have a marketing plan; whether there is an organized movement to capitalize on the publicity that our recent athletic prowess in the Big East included in an existing marketing plan; and whether tuition remission has been effective in assisting in the recruitment of graduate students. Minnis suggested that the problem needs considerable attention, and that after additional work by the financial area, the council will be asked to review the situation again and offer advice toward resolution of the problem.

3. RICHMOND UPDATE.

Minnis Ridenour presented a summary of the 1995-96 general fund recommendation for educational and general programs. Minnis

pointed out that state council members have asked Governor Allen to recommend \$14.7 million to maintain general fund support, and that for Virginia Tech, this means reinstatement of \$2,533,143. He also pointed out that the recommended salary increase for Virginia Tech for 1995-96, based on benchmarking among peer institutions, is 5%. Minnis said he hoped that the salary increases will be available from general funds, and that we will know for sure on December 20, 1994. Richard Zody, Professor of Urban Affairs and Planning, characterized state revenues as good, and the statewide forecast as conservative. Fred Carlisle commented that it is unlikely that the financial picture for higher education will change in any dramatic way for the future, although it may stabilize. Minnis commented that it is likely that future funding will be for special initiatives, and that Virginia Tech must be creative in identifying initiatives, and work hard toward the development of new methods to generate revenues for the university.

4. TRAVEL REDUCTION.

Minnis Ridenour presented a schedule of travel expense reductions imposed earlier this year totaling \$398,916. He explained that these reductions, which equal approximately 10% of Virginia Tech's total travel expenditures, were imposed prior to the more recent restrictions released in Governor's Memorandum 7-94. Current interpretation of the effect of the two actions is that Virginia Tech is required to document further reductions in travel expenditures, that is, reductions in addition to the 10% across the board budget reduction. It is believed that the documentation may be accomplished using comparison measures of expenditures between last fiscal year and this fiscal year, assuming proper implementation of the guidelines included in GM 7-94. It is expected that the additional savings realized through enforcement of GM 7-94 will be internally reallocated to address other needs within the university. Minnis commented that the intent of the controls placed on travel expenditures is not only a fiscal issue, but a moral issue as well. That is, the intent is to control the volume and the nature of travel statewide. Rosemary Blieszner, Professor of Family and Child Development, asked if there is a mechanism within the university system whereby faculty members may contribute to a centralized travel fund that is pre-taxed. Sam Hicks, Associate Professor in Accounting, asked if travel could be incorporated in a cafeteria style fringe benefit plan. Minnis explained the current status of our multiple requests for relief from this policy, and described our continuing efforts to obtain further delegation of approval authority. Minnis encouraged council members to remember that we are facing new challenges and making improvements university-wide, and that we will continue to seek creative ways to find new revenue resources and new ways to reallocate current resources.

5. OTHER BUSINESS.

There being no further business, the meeting adjourned at 4:45 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

December 5, 1994,
President's Boardroom,
210 Burruss Hall,
4:00 p.m. - 4:55 p.m.

Present: Rosemary Blieszner, Fred Carlisle, Neal Castagnoli, Ann Craig, Elizabeth Creamer, Larry Freeman, Pat Hyer, Lauren Martinson, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

Absent: Randy Grayson, Louis Helfrich, Sam Hicks, Michele Huebsch, Peter Karp, Gary Larrowe, Jason Rutherford, Richard Sapon-White, Jim Wolfe

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the special meeting to order at 4:00 p.m.

2. HIRING FREEZE.

Minnis Ridenour, Executive Vice President, summarized Executive Order #38 from the Governor announcing a hiring freeze, and our efforts to gain exemptions from the freeze for certain classifications of positions. As he was describing events, a faxed letter of response from Secretary Sgro was delivered to the meeting. The letter granted exemptions for sponsored programs, graduate assistants and temporary and part-time faculty, police, student wages, and auxiliary enterprises for direct service to students. Faculty positions were exempt with a note of encouragement to use this as an opportunity to implement our restructuring plan.

3. VACANT POSITION RECONCILIATION.

Minnis Ridenour distributed a handout entitled "Vacant Position Analysis #2". After a brief explanation of the handout, Minnis Ridenour pointed out that the 43 positions listed under Educational and General-Classified is our greatest source of position exposure, and the area most likely to be affected by a move to eliminate positions.

4. BUDGET SITUATION.

Minnis Ridenour presented a handout entitled "Analysis of Budget Issues" and advised members of the council that after further study of the tuition budget shortfall described briefly in a prior meeting, this analysis was prepared by the Budget Office to clarify the budget situation. Dwight Shelton, Interim Budget Director, talked through each element of the known budget issues describing the evolution of the issue, the possibility of variances in the estimated amount, and any measures devised to avoid future recurrences of the same type. Dwight Shelton then discussed possible solutions to each of the shortfall issues,

and described the positives and negatives associated with some of the proposed solutions. After all potential solutions are applied, there is an estimated tuition, summer school and carryover shortfall of \$927,000, which may have to be resolved through an additional reversion from the university budget centers. Minnis Ridenour advised the council that it will take at least until the first part of 1995 to work through these issues and reach a comfort level with solutions. At that time deans and directors will be notified of the reversion pool adjustments. Fred Carlisle commented that it is likely that some of the solutions carry some risk for the future of the university, and that careful study of the situations and judicious decision making is critical.

5. OTHER BUSINESS.

There being no further business, the meeting adjourned at 4:55 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

January 11, 1995

President's Boardroom

210 Burruss Hall

3:00 p.m. - 5:00 p.m.

Present: Rosemary Blieszner, Neal Castagnoli, Larry Freeman, Herman Warren (for Randy Grayson), Louis Helfrich, Pat Hyer, Jim Johnston, Peter Karp, Gary Larrowe, Lauren Martinson, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Richard Zody

Absent: Ann Craig, Elizabeth Creamer, Randy Grayson, Sam Hicks, Rosary Lalik, Tim Pratt, Jason Rutherford, Wayland Winstead, Jim Wolfe

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:05 p.m., and asked for comments and/or revisions to the minutes of the November 30, and December 5, 1994 meetings. There were none offered, and the minutes were approved as submitted.

2. TRAVEL BUDGET REDUCTIONS.

Dwight Shelton, Interim University Budget Director, presented a tentative distribution schedule of the travel budget reductions for the university division (208). The State Department of Budget and Planning had reduced the university's travel budget by approximately \$399,000 effective July 1, 1994.

3. 1995-96 GOVERNOR'S BUDGET AND LEGISLATIVE AMENDMENTS.

Dwight Shelton presented a summary of items relating to higher education that were included in the Governor's budget. A total reduction of \$2.165 million was recommended for the university's educational and general funding, excluding the Cooperative Extension/Agricultural Experiment Station division. The Governor proposed a reduction of \$12.4 million in agriculture and forestry research, cooperative extension service, and seafood research. Virginia Tech did receive an additional \$566,656 in discretionary student financial aid, as well as the expected distribution of the unique military allowance of \$817,000 for Virginia Tech's participation in the Virginia Corps of Cadets. Overall, a net budget reduction of \$16.7 million, and 295.5 positions, is proposed for Virginia Tech in the Governor's budget.

Minnis Ridenour discussed the efforts of the Virginia Business-Higher Education Council in support of higher education funding. The Council will recommend to the General Assembly that \$91.5 million be restored, or added, to the higher education budget on behalf of all institutions of higher education in Virginia. Each institution's amendments will be linked to this request.

Dwight Shelton reviewed the proposed university amendments for the 1995 General Assembly session. For the university's operating budget, \$15.3 million will be requested for Extension and Agriculture and Forestry Research. Other amendments include requests for support of the Equine Medical Center, the Center for Organizational and Technological Advancement, the Center for Applied Mathematics, the Information and Communication Science and Technology program, the Water Resources Center, and Environmental and Occupational Safety Issues.

Minnis Ridenour reviewed tentative amendments for capital outlay projects that may be proposed by the university. General Fund monies will be requested for the Upper Quad Conversion. Capital outlay requests for non-general funds include requests for planning of the Advanced Communication and Information Technology Center, the conversion of a planned waste disposal incinerator to a biological degradation system, and an addition to the Jamerson Center. Non-general fund capital outlay projects are generally funded by private gifts and/or student fees.

4. 1994-95 REVENUE SHORTFALL AND BUDGET ISSUES.

Dwight Shelton presented a schedule outlining a projected shortfall in the university's budget of approximately \$4.05 million. Solutions to the potential budget shortfall were also presented, including a 1 percent one-time reversion assessed to all university division units. The 1 percent reversion of \$1.742 million is in addition to a 2 percent one-time reversion that was implemented earlier this year.

5. OTHER BUSINESS.

Council members discussed the implications of the budget reductions should the Governor's budget recommendations be passed as submitted. The importance of communicating openly and often with the university community was discussed. Specifically, the need for an open forum and direct communication from the president were mentioned.

The schedule for the Spring semester meetings was distributed. Minnis Ridenour asked council members to review the schedule and alerted them to the possible need to move several meetings which are scheduled during the General Assembly session.

There being no further business, the meeting adjourned at 5:25 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

February 6, 1995

President's Boardroom

210 Burruss Hall

10:00 a.m. - 12:00 p.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, Ann Craig, Elizabeth Creamer, Randy Grayson, Sam Hicks, Pat Hyer, Peter Karp, Rosary Lalik, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Timothy Pratt, Wyatt Sasser, Ray Smoot, John Tombarge (for Richard Sapon-White), Wayland Winstead, Richard Zody

ABSENT: Larry Freeman, Scot Goodman, Louis Helfrich, Jim Johnston, Minnis Ridenour, Larry Shumsky, Jim Wolfe

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 10:05 a.m., and asked for comments and/or revisions to the minutes of the January 11, 1995 meeting. There were none offered, and the minutes were approved as submitted.

2. INTRODUCTIONS.

Peggy Meszaros introduced herself and asked that each committee member introduce themselves. Peggy Meszaros briefly discussed her interpretation of the charge for the council and her intent as a participant in fulfilling that charge.

3. RICHMOND UPDATE.

Dwight Shelton, Interim University Budget Director, presented a working draft of the proposed amendments submitted for Virginia Tech during the 1995 legislative session, including the current status of each in the House and Senate. Mr. Shelton discussed each item included in the draft and answered specific questions from the committee members. In response to questions regarding the timing of future events during the legislative session, Peggy Meszaros suggested that a copy of the legislative schedule be transmitted to each member of the committee as soon as possible. In response to a discussion regarding the language included in the amendments, Peggy Meszaros suggested that copies of the language be transmitted to each committee member as it becomes available. Peggy Meszaros distributed copies of two commentaries published recently by the ROANOKE TIMES & WORLD NEWS entitled, "Virginia Must Invest in Her Future" and "Shaking Colleges Up - or Down?" to each council member present.

4. SIX YEAR CAPITAL PLAN.

Ray Smoot, Vice President for Finance and Treasurer, distributed

a copy of the plan to each member of the council. Ray Smoot explained the need for the plan, the development process and the current status. Ray Smoot then asked Peter Karp, University Architect, to discuss specifics of the plan. Peter Karp provided some historical background, highlighted several projects, and answered questions from members of the committee. Peter Karp suggested that the council members review the plan in more detail at their leisure, and prepare for an update of the status of the plan during the first March meeting.

5. OTHER BUSINESS.

Peggy Meszaros introduced a copy of a report on the findings of the Blue Ribbon Strike Force Committees and a copy of the Senate Finance Committee's Report on Higher Education, and recommended that council members might benefit from a review of the documents. Council members requested that hard copies be distributed to each member prior to the next meeting.

Several council members asked for a definition of confidentiality as it applies to the materials distributed during the council meetings. Peggy Meszaros read aloud from the council charge as defined in the University Council Constitution.

Sam Hicks, Associate Professor of Accounting, suggested that the council may need to reemphasize the strategic planning aspect of the charge to the council and deemphasize budgetary matters.

There being no further business, the meeting adjourned at 11:25 a.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

February 24, 1995

Donaldson Brown Hotel and Conference Center

Executive Conference Room

3:00 p.m. - 5:00 p.m.

PRESENT: Rosemary Blieszner, Ann Craig, Larry Freeman, Sam Hicks, Pat Hyer, Jim Johnston, Lauren Martinson, Peggy Meszaros, Minnis Ridenour, Jason Rutherford (for Scott Goodman), Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

ABSENT: Neal Castagnoli, Elizabeth Creamer, Randy Grayson, Louis Helfrich, Peter Karp, Rosary Lalik, Gary Larrowe, Timothy Pratt, Richard Sapon-White, Jim Wolfe

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:04 p.m., and asked for comments and/or revisions to the minutes of the February 6, 1995 meeting. There were none offered, and the minutes were approved as submitted.

2. CLASSROOM MANAGEMENT.

Marvin Foushee, Assistant Registrar, Enrollment Services, described activities associated with classroom management at Virginia Tech, using slides to demonstrate the detailed planning and comprehensive construction efforts involved in remodeling and modernizing some of the existing classroom space to minimum standards. The presentation was followed by a brief period of questions from the members of the council. Pat Hyer distributed copies of the Annual Report of the Phase II Instructional Development Initiative to members of the council for reference.

3. RICHMOND UPDATE.

Minnis Ridenour announced that the budget for Virginia Tech, as recommended by both Houses and the Conference Committee, will probably be known by February 25, 1995. Although, the Governor may take action after that date, there is reason to be optimistic that the budget will not be drastically altered after February 25. Minnis Ridenour commented further that the efforts of the Business-Higher Education Council (BHEC) were very influential during the session. Minnis described the \$97 million amendment put forth by the BHEC, and noted that all of the amendments directly affecting universities (approximately \$50 million) were successful. As a result of the unity fostered by the BHEC, there is a feeling of shared optimism among university leaders state-wide. Not only may future cuts and costs be avoided, but rebuilding may begin. Dwight Shelton, Interim Budget Director, presented and discussed a schedule of the status of Virginia Tech's proposed amendments, including the recent recommendation of the Conference Committee. Minnis Ridenour commented that in summary, our prior losses were restored, and no significant new funds were granted.

4. BUDGET DEVELOPMENT 1995.

Minnis Ridenour asked that council members review the hard copy version of the slide presentation material entitled, "BUDGET DEVELOPMENT 1995", provided as a part of the reference materials for this meeting. Minnis Ridenour pointed out that general fund support for operating activities is projected to be flat over the next five years. He asked that council members review the entire presentation in preparation for the upcoming final budget development process.

5. 1995-96 BUDGET.

Dwight Shelton presented several issues for consideration during the development of the final budget: (1) tuition revenues adjustments impacting the amount available to fund; (2) tuition remission growth as impacted by tuition and fees increase; (3) the Dean's decision regarding the phase out of summer thesis and dissertation; (4) classified salary increases funded from within plus applicable fringe benefits, and (5) the final action on employee transition programs. Minnis Ridenour asked members of the council to consider the decline in enrollments and prepare to provide feedback during the next meeting regarding possible causes and solutions.

6. PRELIMINARY THINKING ABOUT STRATEGIC PLANNING.

Peggy Meszaros, Senior Vice President and Provost, asked that the members begin to consider a strategy for beginning the strategic planning process. Peggy Meszaros suggested that developing a strategy may involve examining the university's core values and/or revisiting the vision and mission for the university among other activities. She asked that members be prepared for a discussion of a beginning strategy during the next meeting.

7. COUNCIL MEETING CALENDAR.

Minnis Ridenour advised council members to be prepared to meet weekly during the next month or so, rather than bi-weekly, to accomplish the development of the 1995 budget in time for presentation to the Board of Visitors during the April meeting. It was decided that the next meeting, scheduled for March 8, 1995, should be set for three hours rather than the regularly scheduled two hours, to allow time to cover the tentative agenda. Items included in the tentative agenda are: (1) a presentation by the Commission on Faculty Affairs of the draft revisions to the Reduction-in-Force Policy; (2) Budget Development 1995; (3) Strategy for Strategic Planning.

There being no further business, the meeting adjourned at 4:51 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

March 8, 1995

President's Boardroom

3:00 p.m. - 6:00 p.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, Ann Craig, Larry Freeman, Randy Grayson, Louis Helfrich, Sam Hicks, Pat Hyer, Peter Karp, Lauren Martinson, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, Jason Rutherford (for Scott Goodman), Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

ABSENT: Elizabeth Creamer, Jim Johnston, Rosary Lalik, Gary Larrowe, Jim Wolfe

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:05 p.m., and asked for comments and/or revisions to the minutes of the February 24, 1995 meeting. There were none offered, and the minutes were approved as submitted.

2. REDUCTION IN FORCE POLICY.

Two representatives of the Commission on Faculty Affairs, Don Creamer, Professor of Administrative and Educational Services, and Tom Sherman, Professor of Curriculum and Instruction, presented for comment and discussion the draft revisions to the Reduction in Force Policy. The intent of the proposed revisions is described as two-fold: to give faculty members reasonable protection, and to make the policy functional where financial matters are concerned. Principles are provided, rather than rules, to allow flexibility. The revisions are designed to clearly define what constitutes a financial crisis, place a major emphasis on broad participation, and establish a priority concern for protection of the programs of the university.

Considerable questions and discussion followed the presentation of the draft policy, including: movement of funds across areas to distribute or balance the burden as a result of the emphasis on preservation of priority programs; the effect for employees on apportioned or joint support in the case that a program providing partial support is deemed low priority or targeted for elimination; the authority of the Board of Visitors as it affects faculty salaries; the need for an open forum to communicate the intent and potential effects to the university community; the correlation between the funding source issue, the contribution to a program, and the integration with tenure status.

Members of the advisory council were asked to continue to review the document carefully, and provide comments to Tom Sherman or Pat Hyer. The Provost's Office will have the document placed on the GOPHER, published in SPECTRUM, and distributed to each Dean,

Director and Department Head to assure comprehensive circulation.

3. 1995-96 BUDGET DEVELOPMENT.

Minnis Ridenour introduced a discussion of the continuing concern with the mix of the in-state and out-of-state tuition, and a pressing need to deal with what is anticipated to be a substantial shortfall in non-general funds support for the 1995-96 budget period and beyond. Minnis Ridenour then asked Dwight Shelton, Interim Budget Director, to present and discuss six schedules prepared by the Budget Office to set forth for consideration the current situation, possible scenarios, and potential outcomes. Dwight Shelton noted that the current situation is the combined result of a clerical error, and a decline in retention rates. He commented further that the summary schedule entitled, "Development of Nongeneral Fund Budget and Tuition Scenarios" incorporates every known adverse condition that may occur during the budget period, and that a very conservative approach is being taken in an effort to avoid a mid-year budget crisis.

Minnis Ridenour explained that a committee has been established to study the decline in enrollments, particularly for out-of-state students, and to attempt to determine what factors affect the decision making process. Peggy Meszaros, Senior Vice President and Provost, emphasized a need to be aware of the assumptions and criteria upon which the budgets are based, and to be diligent in individual efforts to attract and retain students.

4. PRELIMINARY THINKING ON STRATEGIC PLANNING.

Peggy Meszaros announced that the Provost's Office, and others, will begin discussions this month, and next, of the core values and processes of the university. Formal discussions with this group will be scheduled for fall. Peggy Meszaros asked that members of the council begin thinking and preparing for the preliminary discussions of this topic that may begin this spring after finalization of the budget.

5. COUNCIL MEETING CALENDAR.

Minnis Ridenour advised council members of the possible need for a called meeting on Monday, March 20 for the purpose of working towards finalization of the budget. An e-mail message will confirm the time and location should the need for the meeting be realized. The potential for a called meeting does not automatically cancel the next regularly scheduled meeting of March 22, 1995. Council members were asked to try to be available both dates.

There being no further business, the meeting adjourned at 5:47 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

March 20, 1995

President's Boardroom

3:00 p.m. - 6:00 p.m.

PRESENT: Ann Craig, Larry Freeman, Randy Grayson, Dixon Hanna, Sam Hicks, Pat Hyer, Peter Karp, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

ABSENT: Rosemary Blieszner, Neal Castagnoli, Elizabeth Creamer, Scot Goodman, Louis Helfrich, Jim Johnston, Rosary Lalik

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:05 p.m., and asked for comments and/or revisions to the minutes of the March 8, 1995 meeting. There were none offered, and the minutes were approved as submitted.

2. REDUCTION IN FORCE POLICY.

Larry Shumsky, Faculty Senate President, asked members of the Provost's Office to comment on the status of dissemination of the draft revisions of the Reduction-in-Force Plan. Pat Hyer, Assistant Vice Provost, explained that while some dissemination had taken place, it is likely that further actions must be taken to fulfill the commitment to the various methods suggested and agreed to by the Provost's Office during the last meeting.

A continuance of the previous meeting's questions and discussion with regard to the provisions included in the draft policy covered the following topics: the programmatic concentration/focus of the plan; the applicability to classified staff and/or administrative and professional faculty; the planned review and approval schedule; removal of clarifying and/or confusing language; the need for additional clarification language or descriptions of scenarios; and the possibility of a democratic vote by those directly affected by the plan.

Pat Hyer asked that members of the council provide assistance by spreading the word to concerned individuals or groups that they should voice or communicate opinions and concerns to members of the Commission on Faculty Affairs prior to their release of the document. She also asked for comments on the appropriateness of introducing the plan to this council for review.

3. 1995-96 BUDGET DEVELOPMENT.

Dwight Shelton, Interim Director of Budget and Financial Planning, presented and discussed three schedules entitled: (1) Tuition Revenue Budget and Tuition Requirement for 1995-96; (2) Allocation of University Division Budget Changes for FY96; (3) Allocation of CEAES Budget Changes for FY96. He also presented a list entitled, "Policy Issues and Proposals", for discussion.

The university's 1995-96 tuition budget is projected to result in a significant shortfall due to a combination of tuition caps and a general fund reduction scheduled for this year. The university and CEAES Division budgets for 1995-96 were reviewed including new spending priorities offered by the Provost and Executive Vice President. Approximately \$2.25 million in emergency items or unfunded mandates were submitted as new spending priorities for the University Division. For the CEAES Division, a one-time expenditure of \$575,000 for environmental quality issues was proposed. The council briefly reviewed the list of policy issues. It was decided to carry forward the discussion of policy issues related to the 1995-96 budget until the next meeting on March 22.

4. NEXT MEETING.

The next meeting will be on Wednesday, March 22, to continue working toward the finalization of the 1995-96 budget.

There being no further business, the meeting adjourned at 5:48 p.m.

MINUTES
UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
March 22, 1995
Executive Conference Room
Donaldson Brown Hotel and Conference Center
3:00 p.m. - 5:00 p.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, Ann Craig, Elizabeth Creamer, Larry Freeman, Scot Goodman, Dixon Hanna, Sam Hicks, Jim Johnston, Peter Karp, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead

ABSENT: Randy Grayson, Louis Helfrich, Pat Hyer, Rosary Lalik, Gary Larrowe, Lauren Martinson, Richard Zody

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:06 p.m. Due to the brief time between this meeting and the last, no minutes were reviewed for approval.

2. BUDGET DEVELOPMENT 1995-96.

Minnis Ridenour briefly described the budget discussions of the last meeting. He then asked Dwight Shelton, Interim Director of Budget and Financial Planning to discuss the schedule entitled, "Allocation of University Division Budget Changes for FY96", distributed for review during the last meeting. Following a brief overview, Dwight summarized the broad categories comprising the majority of the budget problem as: 1) a general fund reduction of \$4.9 million, 2) \$1.9 million expectation for increased revenue not realized through tuition caps, 3) \$1.6 million faculty and staff raises, plus corresponding fringe benefits, and 4) \$2.6 million in lost tuition resulting from reduced enrollments. The total of \$11.0 million comprises the majority of the estimated \$13.0 million budget problem.

Minnis Ridenour suggested that an open forum should be held for communication of the magnitude of the problem to the community. Consensus response from council members was in favor of an open forum.

Minnis Ridenour commented that the most tuition revenue we can expect to raise is estimated to be \$110 million towards \$120 million in known budget requirements. Subsequent council discussions of the problem included the following: the need for a fine-tuning of the budget process to help avoid a recurrence; the impact of the Workforce Transition Act; the actual level of enrollment and retention losses in undergraduate and graduate areas; the potential for attracting marginal rather than quality students; the competitive position of the university; and, the narrowing of the margin between the position of graduate student and post doctoral student.

Wayland Winstead, University Director of Planning, presented the list entitled "Policy Issues and Proposals". The list is an

attempt to work through all possible alternatives to assist in making the decisions necessary to balance the budget. Wayland Winstead introduced each proposal and commented briefly on the summary consensus resulting from the Dean's meeting held earlier in the day. For each consensus opinion from the Dean's meeting, Wayland Winstead provided rationale and asked for comments of agreement or dissent. Where alternatives or implementation plans were proposed, Wayland Winstead explained the new proposals and asked for feedback from council members. In closing, council members were asked to consider the items discussed and present any comments or new ideas at the earliest possible date. Council members were also asked to discuss the existing list with members of the university community and provide feedback where appropriate and constructive.

3. MEETING SCHEDULE.

Minnis Ridenour announced a return to the regular meeting schedule with the next meeting scheduled for Wednesday, April 5, 1995, 3:00 p.m. to 5:00 p.m. in the Executive Conference Room of the Donaldson Brown Hotel and Conference Center.

There being no further business, the meeting adjourned at 5:25 p.m.

MINUTES
UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
April 5, 1995
Executive Conference Room
Donaldson Brown Hotel and Conference Center
3:00 p.m. - 5:00 p.m.

PRESENT: Neal Castagnoli, Elizabeth Creamer, Larry Freeman, Scot Goodman, Dixon Hanna, Sam Hicks, Pat Hyer, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, John Tombarge (for Richard Sapon-White), Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

ABSENT: Rosemary Blieszner, Ann Craig, Randy Grayson, Louis Helfrich, Jim Johnston, Peter Karp, Rosary Lalik, Richard Sapon-White

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:10 p.m. and asked for comments and/or revisions to the minutes of March 20 and March 22, 1995. There were none offered, and the minutes were approved as submitted.

2. WORKFORCE TRANSITION ACT:

Peggy Meszaros discussed the specially called joint meeting of the vice presidents, vice provosts and deans. The meeting was called to review the process of the university's participation in the Workforce Transition Act. The university expects that out of approximately 300 applications submitted, 250 will be approved.

3. STRATEGIC PLANNING UPDATE:

Peggy Meszaros noted that on March 27, the deans began a discussion of core values which are central to the university missions. On April 20, a follow-up meeting will be held, at which time, the Perry preliminary report on recruitment and retention will be available for review.

4. 1995-96 UNIVERSITY BUDGET:

Dwight Shelton, Interim University Budget Director, reported that of the \$12.2 million shortfall in the University Division budget, several areas have been identified which could positively impact on the \$12.2 million shortfall. Also, policies related to student fees are being reviewed. The university's refund policy for students who resign are more liberal than our counterparts. These policies are currently under review. The deans have agreed that a review of this policy will have a positive impact on the University Division budget.

The Council further discussed various options for reducing the university's budget in order to alleviate the shortfall. It was

decided that multiple strategies were needed in order to provide for flexibility in addressing current university-wide issues.

5. CRITERIA FOR SELECTIVE AND DIFFERENTIAL BUDGET REDUCTIONS: It was decided to carry forward the discussion of criteria for selective and differential budget reductions to the next meeting of the Budget and Planning Council on April 19.

There being no further business, the meeting adjourned at 5:25 p.m.

MINUTES
UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
April 19, 1995
President's Boardroom
210 Burruss
3:00 p.m. - 4:00 p.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, Ann Craig, Larry Freeman, Scot Goodman, Randy Grayson, Dixon Hanna, Louis Helfrich, Sam Hicks, Pat Hyer, Jim Johnston, Peter Karp, Laurie Martinson, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead

ABSENT: Elizabeth Creamer, Rosary Lalik, Gary Larrowe, Richard Zody

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:02 p.m. and asked for comments and/or revisions to the minutes of April 5, 1995. There were none offered, and the minutes were approved as submitted.

2. SELECTIVE AND DIFFERENTIAL BUDGET REDUCTIONS.

Peggy Meszaros explained that deans had spent five hours earlier today developing a plan for dealing with the budget issues and that Wayland Winstead, University Director of Planning, will distribute a copy of the plan at a later time. In view of this development, she asked members of the council to express their pleasure for prioritizing the tentative agenda for this meeting. In response to suggestions from council members, Peggy then asked Wayland Winstead if it would be possible to distribute a draft of the document at this time. Wayland Winstead retrieved and distributed a copy of the draft document entitled, "10 Principles".

Timothy Pratt, Professor, Electrical Engineering, suggested that the council should look at the issues behind selective and differential reductions, and attempt to establish measures prior to making decisions. He cited an e-mail note he authored to members of the council describing his assumptions and suggestions for approaching the task. Minnis Ridenour, Executive Vice President, suggested that council members maintain a "sensitivity" to the University plan and the incorporation or linkage of the "10 Principles" developed by the deans to the plan. Larry Shumsky, Associate Professor of History, suggested that the list may not be all inclusive, but that a list of subjects or disciplines essential to the core of this university should be developed. Neal Castagnoli, Endowed Professor of Chemistry, suggested a two phased approach: (1) a look at universally accepted university principles and core values; (2) development of this university's principles and core values with a focus on keeping the essence of our university intact.

Peggy Meszaros read aloud the additional areas for review that she had noted from council discussions thus far: (1) sponsored research, (2) student outreach, (3) student retention, and (4) student replacement rates. Wayland Winstead noted that programs duplicated within the Commonwealth may also be considered part of the issue, and that the uniqueness of a program may contribute to the needs of the Commonwealth, rather than to the specific needs of the university. Wayland Winstead described the criteria necessary to rank as a Research I university, and Minnis Ridenour commented that Virginia Tech is healthy in meeting the major requirements.

Peggy Meszaros read aloud three measures mentioned during discussions: (1) revenue streams, (2) measure of units of performance, and (3) measures relative to this university. Sam Hicks, Associate Professor of Accounting, asked if there is a five year projection or forecasting of the budget. Minnis Ridenour responded that in the past, Richmond had required a six year forecast, but had eliminated that requirement, and now requires three year forecasts. He suggested that the three year forecast would be available for review by the council in August.

3. OTHER BUSINESS.

Dwight Shelton, Interim Budget Director, distributed copies of "Unresolved Policy Issues and Proposals, April 18, 1995" and "Policy Issues - Resolved, April 18, 1995". Sam Hicks distributed copies of "Contribution to College and University Budgets by Departments -- Questions". Minnis Ridenour noted that it is important to be sure that the data included in reference documents used for decision making by the council is complete.

4. MEETING SCHEDULE.

Minnis Ridenour commented that a called meeting may be necessary before the next regularly scheduled meeting, May 3, 1995, and that council members would be notified as early as possible.

There being no further business, the meeting adjourned at 3:57 p.m. so that members of the council could attend the President's Meeting with Faculty, scheduled to commence at 4:00 p.m.

MINUTES
UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
April 21, 1995
President's Boardroom
210 Burruss
7:30 a.m. - 8:30 a.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, Ann Craig, Larry Freeman, Randy Grayson, Pat Hyer, Jim Johnston, Peter Karp, Gary Larrowe, Lauren Martinson, Tim Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

ABSENT: Elizabeth Creamer, Scot Goodman, Louis Helfrich, Sam Hicks, Rosary Lalik, Peggy Meszaros

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 7:30 a.m. Due to the brief time between this meeting and the last, no minutes were reviewed for approval.

2. DEANS' AND VICE PRESIDENTS' PROPOSAL OF APRIL 20, 1995.

Two handouts were distributed entitled, "Summary of the Deans' and Vice Presidents' Recommendations", and "Proposal for Dealing with 12.0 M Shortfall". Wayland Winstead, University Director of Planning, discussed the contents and the intent of the two documents. Minnis Ridenour noted that the prevailing opinion is that we need to come to a decision regarding the budget, and thereby, ease the sense of uncertainty apparent in the university community, then begin to work through contingency plans to enhance the situation as opportunities are presented.

Minnis Ridenour noted that Dwight Shelton, University Budget Director, is currently developing a scheme that will reveal the estimated effects of the WTA over a two year period. Council members discussed at length the university community perception of the budget situation, and the need for improved planning and information dissemination to help avoid confusion and lowering of morale in the future. Tim Pratt, Professor of Electrical Engineering, observed that it seems that we have come full circle and lowered morale in the process. Several council members advocated a 7 percent base budget reduction rather than the proposed 5 percent. Others advocated endorsement of the 5 percent proposal, along with the other components of the proposal, provided that future meetings of the council focus on the development and implementation of the criteria for selective and differential resource adjustments.

Minnis Ridenour suggested that this council may need some additional tools and subcommittees to move toward solving the issues related to the budget shortfall. He suggested that future agendas may include a budget component, but focus on solving the problem issues affecting the budget. Council consensus is to endorse the Deans' and Vice Presidents' proposal, with a focus for future council meetings on the

development and implementation of criteria for selective and differential resource allocations. Minnis Ridenour stated that the proposal would be announced to faculty and staff in a letter from the President scheduled to be released on Monday, April 24.

There being no further business, the meeting adjourned at 9:00 a.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

May 3, 1995

Donaldson Brown Hotel and Conference Center

Executive Conference Room

3:00 p.m. - 5:00 p.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, Ann Craig, Larry Freeman, Randy Grayson, Louis Helfrich, Sam Hicks, Pat Hyer, Peter Karp, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Tim Pratt, Minnis Ridenour, Richard Sapon-White, Dwight Shelton, Larry Shumsky, Wayland Winstead, Richard Zody

ABSENT: Elizabeth Creamer, Scot Goodman, Jim Johnston, Rosary Lalik, Wyatt Sasser

1. CALL TO ORDER AND APPROVAL OF MINUTES.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:11 p.m. Neal Castagnoli moved approval of the April 19th minutes, and Larry Freeman seconded the motion. Louis Helfrich moved approval of the April 21st minutes, and Larry Shumsky seconded the motion. Both sets of minutes were unanimously approved by the council.

2. 1996-98 BIENNIAL BUDGET DEVELOPMENT.

Three handouts were distributed entitled, "Major Components of Biennial Budget Development", "Biennial Budget Initiatives Included in 1994-96 Governor's Budget", and "Potential Biennial Budget Issues". Dwight Shelton, University Budget Director, discussed the contents and the intent of the three documents, and suggested that this group would need to meet around mid-June, if not before, to review the initiatives selected to move forward. He discussed the variances, roles, documents and schedule priorities involved in finalizing the biennial budget submission. Minnis Ridenour commented that it is important for this group to play an integral role in identifying the major initiatives and the Virginia Tech position for acquiring funding as we move toward the year 2000. He discussed the current political climate and the priority areas identified by the current administration. Council members discussed Virginia Tech's well-established engineering program vs. new initiatives at other colleges and universities throughout the state, and the current emphasis on undergraduate education.

Peggy Meszaros, Senior Vice President and Provost, suggested that talking papers for initiatives be prepared and presented during the next scheduled meeting, May 10. She added that two themes have emerged in today's discussions: technology and economic development, and suggested that proposed initiatives respond to these identified themes. The need for graduate education and the research component was discussed. Peggy Meszaros asked for suggestions for conveying the merit of a graduate education and research emphasis.

3. SELECTIVE AND DIFFERENTIAL RESOURCE ALLOCATION.

Peggy Meszaros noted a need to establish an approach for moving forward with this process, and introduced a proposal for a two day retreat during August, September or October. She suggested that a planning committee be selected to meet and set an agenda

for the retreat. Wayland Winstead was charged with assisting the committee in setting clear objectives and processes for meeting the objectives. Other volunteers for the committee are: Rosemary Blieszner, Sam Hicks, Tim Pratt, Larry Shumsky and Dick Zody.

4. SUMMER MEETING SCHEDULE.

A tentative summer schedule was presented for consideration. It was decided that the council members and the vice presidents and vice provosts should join the regularly scheduled deans meetings on May 10 and May 24 to accommodate joint review of the biennial budget initiatives. The possibility of additional meetings was discussed, and it was resolved that notification of called meetings would be effected by e-mail as usual. The timing and location of the May 10 and May 24 meetings will be confirmed by e-mail as well.

5. OTHER BUSINESS.

Sam Hicks, Associate Professor of Accounting, distributed a "think piece" on budgeting and strategic planning for the future.

There being no further business, the meeting adjourned at 5:15 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
(Joint with Deans, Vice Presidents and Vice Provosts)

May 10, 1995
President's Boardroom
210 Burruss Hall
8:00 a.m. - 9:30 a.m.

PRESENT: Rosemary Blieszner, Ann Craig, Elizabeth Creamer, Larry Freeman, Dixon Hanna, Sam Hicks, Pat Hyer, Laurie Martinson, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, Richard Sapon-White, Dwight Shelton, Larry Shumsky

ABSENT: Neal Castagnoli, Scot Goodman, Randy Grayson, Louis Helfrich, Jim Johnston, Peter Karp, Rosary Lalik, Gary Larrowe, Wyatt Sasser, Wayland Winstead, Richard Zody

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 8:05 a.m.

2. BIENNIAL BUDGET INITIATIVES.

Peggy Meszaros announced that today's meeting marks the beginning of the advancement of ideas for biennial budget initiatives, and called on Len Peters, Vice Provost for Research and Dean, Graduate School, to begin the process. Len Peters presented an initiative entitled, "Extended Campus Initiative". After discussion among the deans, vice presidents, vice provosts and members of the budget and planning council present, Peggy Meszaros suggested that sufficient information is available to prepare a revised/refined initiative proposal. Len Peters agreed to take the document back to the work group for refinement, and a second presentation and discussion during the next meeting, scheduled for May 24th. Tim Pratt, Professor, Electrical Engineering, volunteered to serve on the committee as a representative of the budget and planning council.

Bob Bates, Dean, College of Arts and Sciences, provided some information about project HOPE, described as a "college student GI bill" introduced in the state of Georgia. Elizabeth Creamer, Director, LASC Advising Center, and Bob Bates volunteered to work together to get more information for presentation to this group at the next meeting.

Peggy Meszaros asked what other issues could be added to the list entitled, "Potential Biennial Budget Issues" provided by Dwight Shelton for reference during this process. Gregory Brown, Dean, Forestry and Wildlife, suggested an initiative proposal centered on environmental issues. Minnis Ridenour suggested that such a proposal may be effectively combined with economic development initiatives, technology initiatives, unfunded mandates/regulatory and compliance issues and may also include partnering. Greg Brown and Peter Eyre, Dean, Veterinary Medicine, volunteered to develop a working paper.

Peggy Meszaros announced that the agenda for the next joint meeting would be to continue these discussions, and that short papers describing these initiatives and any others should be prepared for that meeting. Given sufficient time, the initiatives will be presented, discussed, refined and ranked

during that meeting. Minnis Ridenour commented that there remains a need to develop an initiative or initiatives that will bring resources to the university that are not designated for new programs, that is, basic funding for the university.

3. OTHER BUSINESS.

Peggy Meszaros asked for thoughts regarding a proposed joint retreat. Consensus agreed that it should be arranged, and should be at a location remote enough that participants could not return to work. The dates, based on availability response from participants, are August 31 and September 1, 1995. The location is undetermined.

There being no further business, the meeting adjourned at 9:45 a.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

May 24, 1995

President's Boardroom

210 Burruss Hall

9:00 a.m. - 11:00 a.m.

PRESENT: Rosemary Blieszner, Ann Craig, Elizabeth Creamer, Larry Freeman, Randy Grayson, Louis Helfrich, Sam Hicks, Pat Hyer, Peter Karp, Gary Larowe, Lauren Martinson, Peggy Meszaros, Tim Pratt, Minnis Ridenour, Richard Sapon-White, Dwight Shelton, Wayland Winstead

ABSENT: Neal Castagnoli, Scot Goodman, Jim Johnston, Rosary Lalik, Wyatt Sasser, Larry Shumsky, Richard Zody

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 9:06 a.m.

2. PERRY REPORT.

Peggy Meszaros distributed copies of the Perry report and asked that they be held confidential. Minnis Ridenour, Executive Vice President, said that he would work with Larry Hincker, Director, University Relations, to develop a press release.

3. BIENNIAL BUDGET INITIATIVES.

Peggy Meszaros announced that today's meeting will be devoted to fleshing out previously introduced initiative proposals, and presentation and discussion of any new initiatives since the May 10, 1995 meeting. Minnis Ridenour commented on two recent meetings held in Richmond, and reiterated his suggestion that the initiatives selected to go forward as part of the biennial budget incorporate the priorities endorsed by the current administration.

Biennial budget initiatives were presented as follows:

- o W. Worner: Pre-College Summer Enrichment
- o G. Brown: Environmental Technology Initiative
- o P. Eyre: Food Animal Integrated Production Systems
- o E. Blythe: (A) Research Computing Initiative; (B) Course Transformation Project; (C) Statewide, Broadband Network
- o F. Stephenson: VT SECNET
- o B. Bates: Communications and Information Technologies Initiative
- o J. Johnson: VT Design Consortium
- o J. Johnson: Culinary Program with Virginia Western Community College and Hotel Roanoke
- o B. Bates: Project HOPE
- o M. Ridenour: Operational Issues; Environmental and

Occupational Issues

- o E. Hitchingham: (A) Electronic Article Access; (B) K-12 Access to New Media Center Technology

Peggy Meszaros asked Ralph Byers, Director of Government Relations, to speak briefly on the wider political environment. Ralph Byers noted that there are several levels of review for the budget requests including the following: SCHEV, Secretary of Education, Department of Planning and Budget, Governor's Staff, House of Representatives, Senate and the Business Higher Education Council. He suggested that the initiatives selected to go forward from Virginia Tech follow the following criteria: (1) Restructuring, a Common Thread Throughout; (2) A Clearly Identified Need in the State; (3) Cost Effectiveness. He noted that graduate education is currently not a focus of this administration. He suggested that a systematic network of people to meet with legislators might be helpful in assuring success of initiatives.

Minnis Ridenour suggested that the number of initiatives be limited to four or five, and proposals with a common or related theme be combined. He added that all initiatives should incorporate or tie to our restructuring plans. Minnis commented that it is imperative that we work toward getting higher education on the political agenda with an established position and revenue needs through the year 2000.

Peggy Meszaros noted that thirteen initiative proposals have been presented for consideration, four of which lend to combination with one or more of the remaining ten. A subgroup comprised of Ralph Byers, Minnis Ridenour, Peggy Meszaros, Bob Bates, Earving Blythe and Tim Pratt will meet and move ahead to reduce the list based on known priorities. Greg Brown asked that a representative of the subgroup report to the larger group prior to the permanent elimination of any initiative. The subgroup will report results to the larger group 7-10 days prior to the next meeting date.

4. RETREAT SCHEDULE.

Peggy Meszaros announced that the dates for the retreat are August 31 and September 1 and that it will probably be held at the German Club with the understanding that participants may not return to work except in the case of true emergency.

There being no further business, the meeting adjourned at 11:12 a.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
(Joint with Academic Deans, Vice Presidents and Vice Provosts)

June 14, 1995
President's Boardroom
210 Burruss Hall
8:30 a.m. - 11:30 a.m.

PRESENT: Neal Castagnoli, Larry Freeman, Randy Grayson, Dixon Hanna, Sam Hicks, Pat Hyer, Lauren Martinson, Peggy Meszaros, Tim Pratt, Minnis Ridenour, Richard Sapon-White, Wyatt Sasser, Michael Schroder, Dwight Shelton, Tom Sherman

ABSENT: Rosemary Blieszner, Ann Craig, Elizabeth Creamer, Scot Goodman, Louis Helfrich, Peter Karp, Rosary Lalik, Gary Larrowe, Larry Shumsky, Wayland Winstead, Richard Zody

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 8:30 a.m.

2. REVISIT POLITICAL REALITIES OF THE BIENNIAL BUDGET ENVIRONMENT.

Ralph Byers, Director of Government Relations, reviewed the importance of the upcoming state General Assembly election in November. Support from the Business-Higher Education Council will be critical this fall. Federally, President Clinton's proposal for a 20% reduction could affect research, extension and agricultural experiment station funding.

3. REVIEW OF PROPOSED CONSOLIDATED INITIATIVES.

Reports on proposed biennial budget initiatives were presented on the following topics:

- o Course Transformation Project
- o Research Computing
- o Communication and Information Technology
- o Pre-College Summer Enrichment Program
- o K-12 Library Access
- o Higher Education Network
- o Culinary Program with Virginia Western Community College
- o Environmental Technology
- o Design Consortium
- o Food Animal Integrated Systems

Assignments were made to individuals wishing to work on finalizing specific initiatives, which will be reviewed within the next several weeks.

There being no further business, the meeting adjourned at 11:30 a.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING
(Joint with Academic Deans, Vice Presidents and Vice Provosts)

July 10, 1995

Executive Conference Room

Donaldson Brown Hotel and Conference Center

9:00 a.m. - 11:00 a.m.

PRESENT: Ann Craig, Larry Freeman, Randy Grayson, Louis Helfrich, Peter Karp, Gary Larrowe, Bob Martin (for Peter Eyre), Lauren Martinson, Peggy Meszaros, Fred Phillips, Minnis Ridenour, Richard Sapon-White, Michael Schroder, Dwight Shelton, Tom Sherman, Wayland Winstead, Richard Zody

ABSENT: Rosemary Blieszner, Neal Castagnoli, David Conn, Elizabeth Creamer, Scot Goodman, Dixon Hanna, Sam Hicks, Pat Hyer, Rosary Lalik, Tim Pratt, Wyatt Sasser, Larry Shumsky

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 9:05 a.m.

2. ANNOUNCEMENT OF ADDITIONAL SUPPORT.

Dwight Shelton, University Budget Director, announced that Virginia Tech will receive \$1.39 million of additional general fund support for the current fiscal year. This support is not factored into the balancing of this year's budget. It is anticipated that these funds may be used to address on-going fiscal management and restructuring needs.

3. REVIEW MATERIALS FROM JUNE 20, 1995 MEETINGS.

Dwight Shelton distributed copies of his memorandum dated June 27 entitled, "Status Report on Biennial Budget" and four attachments to the memorandum. The attachments include: (1) a modified budget initiative model; (2) a modified list of team assignments for new initiatives; (3) a revised consolidated biennial budget proposals schedule; and (4) a confirmed list of programmatic areas of emphasis. Dwight added that Ann Spencer, Associate Vice President for Personnel and Administrative Services, and Dixon Hanna, Associate Provost, will meet with each of the teams to assure the integration of restructuring in the initiative proposals.

4. REPORTS FROM INITIATIVES TEAMS.

Bob Bates, Dean, College of Arts and Sciences, reported that it became apparent early on in the committee meetings that the two initiatives "Enhancing the Teaching and Learning Environment Through the Use of Technology", and "Enhancing Economic Development Through Technology and Private and Public Partnerships", should be merged into one proposal. Bob distributed three handouts: (1) Budget Initiative Outline; (2) Teaching and Learning Initiative; and (3) Economic Development Initiative. He said that Ralph Byers, Director of Government Relations, is working on the executive summaries. In

response to advice from Bea Mahan, Budget Office, the proposals are divided into modules to facilitate selection or de-selection by Richmond of some portions of the proposals. Bob commented that Erv Blythe took a copy of the combined outline to discuss with Gordon Davies, Director of the State Council of Higher Education in Virginia. He commented further that the proposals need refinement and that the Food Production Systems component needs to be condensed.

Subsequent discussion of the consolidated initiative included the following comments/topics: integration of the capital budget initiatives; incorporation of communication costs for remote or isolated components and source of funding for same; differentiation of certain elements to accommodate a pledge of support; emphasis of the extended campus concept in line with national survey results; compatibility of the emerging CE/AES self-study recommendations; inclusion of "knowledge access" concept incorporating potential social issues arising from the rapid implementation of technology; possible wording changes/enhancements.

The Budget Office will assist with structural refinement. Ann Spencer volunteered the members of the group working on the restructuring progress report to review the initiative introduction for linkages to restructuring. Peggy Meszaros asked that any comments, suggestions, deletions, or additions be conveyed to Leonard Peters, Vice Provost for Research and Dean of the Graduate School, or Bob Bates by July 17, 1995.

Mike Williams, Associate Vice President for Information Systems, will assume the lead on the instructional technology portions. Dwight Shelton and others in the Budget Office will assume the lead on the budget development.

5. UPDATE ON BIENNIAL BUDGET INSTRUCTIONS.

Dwight Shelton distributed a handout entitled, "1996-98 Goal Setting and Performance Budgeting: First Phase". He explained that he and Clark Jones, Public Service Director, attended a June 26, 1995 instructional meeting for agency 229. The handout is the basic training document provided in that meeting. He commented further that the 208 document is expected to be very similar. Minnis Ridenour, Executive Vice President, expressed concern that our efforts to emphasize the synergy between 208 and 229 are not adequately recognized by the current administration, and we need to maintain an aggressive position toward single entity recognition and treatment. Dwight described the prescribed timeline and then briefly discussed some of the components of the process and the desired outcomes.

Peggy Meszaros asked for input regarding additional meetings of this group to review the final document. The Budget Office will develop and publish the timeline as it becomes available, and be responsible for determining the need for additional meetings of this group. Dwight Shelton will keep the group apprised of the 208 submission guidelines as they become available.

6. RETREAT.

The dates are August 31 and September 1 and will be held at the German Club.

There being no further business, the meeting adjourned at 10:55 a.m.

