

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

August 16, 1995

President's Boardroom

210 Burruss

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

PRESENT: Rosemary Blieszner, David Conn, Ann Craig, Elizabeth Creamer, Larry Freeman, Dixon Hanna, Kriton Hatzios, Louis Helfrich, Ernest Houck, Pat Hyer, Gary Larrowe, Peggy Meszaros, Fred Phillips, Tim Pratt, Minnis Ridenour, Richard Sapon-White (for Beth Hanson), Michael Schroder, Dwight Shelton, Tom Sherman

ABSENT: Neal Castagnoli, Scot Goodman, Peter Karp, Lauren Martinson, Richard Salmon, Larry Shumsky, Richard Zody

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:04 p.m.

2. APPROVAL OF MINUTES OF THE MAY 3, MAY 10, MAY 24, JUNE 14, AND JULY 10 MEETINGS.

Tom Sherman moved approval of the May 3, May 10, May 24, June 14 and July 10 minutes, and Larry Freeman seconded the motion. Five sets of minutes were unanimously approved by the council.

3. STATUS REPORT ON THE 229 ASSESSMENT REPORT.

Dwight Shelton, University Budget Director, briefly described the 229 Assessment Report. The report exceeded 40 pages in length, and was presented in Richmond on this date by Paul Torgersen, President; Peggy Meszaros, Senior Vice President and Provost; and Minnis Ridenour, Executive Vice President. Peggy Meszaros and Minnis Ridenour described the meeting content, participants and discussions, and responded to questions from members of the council.

4. WORK-IN-PROGRESS ON THE 208 ASSESSMENT REPORT.

Dwight Shelton spoke briefly on the topics that are to be included in the 208 assessment report. The topics discussed are as follows: the university mission, uniqueness within the Virginia Higher Education System; comparative strengths and weaknesses with nationwide peer groups; restructuring efforts to date; future restructuring goals; university position and support for holding down tuition and fees; and fiscal year 1995 plans for fostering economic development. The background information for the majority of the report is available in the Budget Office. The critical section is a listing and analysis of critical issues. To assist with the task, the deans have been asked to prepare two items: (1) a list of critical issues in rank order, and (2) a list of strengths and weaknesses. Both items are due to the Budget Office by 12:00 noon on August 18, 1995.

5. CRITICAL ISSUES FACING 208.

Dwight Shelton distributed a list of thirty eight possible critical issues for consideration and comment by members of the council. Michael Schroder, GSA Representative, noted that the GSA had prepared a list of critical issues during a recent

meeting, and that he would get that list to Peggy Meszaros for possible incorporation into the final report. Considerable support was expressed for a suggestion to group the critical issues into three categories as follows: (1) student, (2) faculty, and (3) programs. After some discussion among council members, Dwight suggested that any additional comments be communicated to him no later than August 18. Peggy Meszaros will provide a copy of the draft list prepared by the Budget Office to the deans for consideration and comment.

6. TENTATIVE MEETING SCHEDULE FOR FALL SEMESTER.

A copy of the tentative fall semester meeting schedule was distributed for comment and approved as submitted. Dixon Hanna, Associate Provost, reported that the agenda for the retreat will be distributed by the Provost's Office early next week. Dixon Hanna also noted that the agenda for the retreat shows an 8:00 a.m. start time, rather than the 8:30 a.m. start shown in the tentative fall semester schedule.

There being no further business, the meeting adjourned at 4:32 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

September 12, 1995

President's Boardroom

210 Burruss

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

PRESENT: Rosemary Blieszner, David Conn, Elizabeth Creamer, Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Ernest Houck, Pat Hyer, Laurie Martinson, Peggy Meszaros, Fred Phillips, Tim Pratt, Minnis Ridenour, Richard Salmon, Michael Schroder, Tom Sherman

ABSENT: Neal Castagnoli, Ann Craig, Scot Goodman, Louis Helfrich, Peter Karp, Gary Larrowe

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order.

2. APPROVAL OF MINUTES OF THE AUGUST 16 MEETING.

The minutes of the August 16, 1995 meeting were presented and unanimously approved by the council.

3. FOLLOW-UP DISCUSSION OF TWO-DAY RETREAT.

Pat Hyer, Associate Provost, described the activities that are occurring in follow-up to the two-day retreat held in August. The provost and executive vice president staffs are working to incorporate the ideas from the four groups drawn from the Oregon State criteria and the 1992 criteria developed by Virginia Tech into a new set of resource allocation and program review criteria. A draft of the revised criteria will be presented to the deans, vice presidents and vice provosts, and members of the Budget and Planning Council for review.

4. UNIVERSITY PLAN FOLLOW-UP.

Peggy Meszaros noted that the Board of Visitors asked that the university plan be revised and be brought before the Board of Visitors at their April 1996 meeting. President Torgersen will lead the university's efforts to revise the university plan. Due to the short timeframe for revision of the plan, Peggy Meszaros suggested that a committee representative of the deans, vice presidents and vice provosts, and the budget and planning council look at setting up the process for program review.

5. UPDATE ON 1995-96 BUDGET.

Minnis Ridenour, Executive Vice President, presented a handout outlining the actions taken to balance the 1995-96 operating budget. The 1995-96 operating budget was balanced through converting 3 percent reversions to permanent reductions and assess an additional 2 percent reduction, reductions in fringe benefits, a one-time reversion for unfunded mandates and environmental issues, new private support from Virginia Tech Intellectual Properties, and other cost savings. Minnis Ridenour noted that new scholarship programs protected the university's out-of-state enrollment base. Graduate student enrollment is down, as was summer school enrollment. The impact on the university's budget is being reviewed. A review of summer school and graduate student enrollment is underway.

There being no further business, the meeting adjourned.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

October 3, 1995

President's Boardroom

210 Burruss

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

PRESENT: Rosemary Blieszner, David Conn, Ann Craig, Larry Freeman, Beth Hanson, Kriton Hatzios, Louis Helfrich, Ernest Houck, Pat Hyer, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Fred Phillips, Tim Pratt, Minnis Ridenour, Richard Salmon, Wyatt Sasser, Michael Schroder, Dwight Shelton, Tom Sherman

ABSENT: Neal Castagnoli, Elizabeth Creamer, Scot Goodman, Dixon Hanna, Peter Karp, Richard Zody

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:02 p.m.

2. APPROVAL OF MINUTES OF THE SEPTEMBER 12, 1995 MEETING.

Louis Helfrich, Professor of Fisheries and Wildlife Sciences, moved approval of the September 12, 1995 minutes and Kriton Hatzios, Professor of Plant Pathology, Physiology and Weed Science, seconded the motion. The minutes were unanimously approved as submitted.

3. PROCESS FOR PROGRAM REVIEW AND SELECTIVE AND DIFFERENTIAL RESOURCE ALLOCATION.

Peggy Meszaros introduced the topic and then introduced Lauren Martinson, Assistant to the Executive Vice President and document co-author. Copies of the document were delivered to members of the council the day previous to the meeting date. Lauren Martinson discussed the evolution and contents of the document. She noted that a deadline of October 30 has been established for review and changes to this document to meet a target date for finalization of the document by February 1, 1996. Comments are to be submitted to Peggy Meszaros or Minnis Ridenour by October 11. Lauren Martinson and Susan Brooker-Gross, Associate Provost and document co-author, will work with the comments and present a revised document to the council during the October 17, 1995 meeting of the council. Peggy Meszaros added that university programs must be reviewed by June of 1996 for a report to SCHEV and that criteria to meet the needs of that report have been incorporated in this document as well.

Tim Pratt, Professor of Electrical Engineering, noted that the Engineering College Budget Committee has reviewed this document and will provide feedback, particularly regarding Section 3, Pg. 6, regarding costs of instruction. Kriton Hatzios commented that the incorporation of all of the group comments from the August 31 - September 1, 1995 retreat is not obvious in this document and asked that those comments be revisited by the authors. Further discussion centered on the necessity to view all aspects of the university when considering the cost of instruction.

4. SCHEV BUDGET RECOMMENDATIONS.

Minnis Ridenour, Executive Vice President, introduced four handouts entitled as follows: (1) "Proposed SCHEV Biennial Budget Recommendations", (2) "Staffing Benchmarks and Recommendations for the 1996-98 Biennium", (3) "Comparison of Virginia Doctoral Higher Education Institutions in SCHEV's Capital Outlay Recommendations", (4) "Comparison of Virginia Tech's Request to SCHEV's Recommendation for the Six Year Capital Outlay Plan", and briefly discussed each one. He noted that there are two additional

reference documents - a list of benchmark institutions for Virginia Tech and a SCHEV chart of faculty salary comparisons - that might be helpful to members of the council and will be transmitted to council members before the next meeting. He added that Virginia Tech has received feedback and advice in the form of reactions to our 208 and 229 agency presentations in the form of a letter from the Secretary of Education, Beverly H. Sgro, a copy of which was distributed as a handout for this meeting. Council members expressed concern regarding the ability of the university to make a case for faculty productivity and the perceived absence of specific measures to do so. Consensus council membership agreed that faculty productivity cannot be exclusively measured by teaching.

5. UPDATE ON BUDGET INITIATIVES AND SUMMARY OF THE STATUS OF THE BIENNIAL BUDGET PROCESS.

Dwight Shelton, University Budget Director, discussed a handout entitled, "Biennial Budget Due Dates", and two attachments entitled, "Funding Sources for 1996-98 Program Initiatives", and "Funding Sources for 1996-98 Operational Initiatives", noting required deadlines and preparation activities for the final submission of the biennial budget proposals. Council members discussed various aspects of the process, with particular emphasis on the restructuring analysis and comparisons. Dwight Shelton reminded council members that this council, along with other university governance bodies, will participate during the month of October in setting the measures and determining the specific initiatives/issues that go forward in the final document for Virginia Tech.

6. MEMO AUTHORED BY TOM SHERMAN.

Minnis Ridenour described the subject topic of user fees as a part of the budget shortfall solution, and referencing a copy of the memorandum included as a handout for this meeting, noted that the council's discussion will be deferred to be the first agenda item during the next meeting where both Tom Sherman and Minnis Ridenour will be present.

7. OTHER BUSINESS.

David Conn, Special Assistant to the Provost, discussed the need for an accelerated schedule for completion of an update on the University Plan to be presented during the February 1996 Board of Visitors meeting. He announced that he, Carole Nickerson, Ralph Byers, Dixon Hanna, Phil Sheldon and Ann Spencer are the core group charged with preparing the written document and asked for assistance and input from the council. He also announced a half-day videotaped meeting, scheduled for October 18, for the purpose of working toward the accomplishment of the visioning task as a part of the process to update the University Plan, and asked for participation.

A schedule of meeting dates for the fall semester and a council membership list was distributed.

There being no further business, the meeting adjourned at 4:36 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

October 17, 1995

President's Boardroom

210 Burruss

2:00 p.m. - 4:00 p.m.

PRESENT: Rosemary Blieszner, David Conn, Ann Craig, Elizabeth Creamer, Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Pat Hyer, Bea Mahan (for Dwight Shelton), Lauren Martinson, Peggy Meszaros, Tim Pratt, Wyatt Sasser, Michael Schroder, Tom Sherman

ABSENT: Neal Castagnoli, Louis Helfrich, Shaun Henley, Ernest Houck, Peter Karp, Gary Larrowe, Minnis Ridenour, Richard Salmon, Dwight Shelton, Richard Zody

GUESTS: Susan Brooker-Gross

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 2:04 p.m.

2. APPROVAL OF MINUTES OF THE OCTOBER 3, 1995 MEETING.

Peggy Meszaros noted one correction to the minutes of the October 3, 1995 meeting. The title for David Conn should be Special Assistant to the Provost rather than Associate Provost. Tom Sherman, Professor, Curriculum and Instruction, moved approval of the corrected minutes and Tim Pratt, Professor, Electrical Engineering seconded the motion. The minutes of the October 3, 1995 meeting were unanimously approved as corrected.

3. BUDGET UPDATE.

Peggy Meszaros introduced the topic and then introduced Bea Mahan, Director of Budget Management, for delivery of the update. Bea Mahan said that the goals, objectives and strategies, and the budget decision packages were completed and transmitted to the Secretary of Education prior to the October 10, 1995 due date. She said that the work on the 208 portion is in progress and has a submittal due date of November 10, 1995. A copy of the submittal has been provided to the members of the dean's council. Peggy Meszaros suggested that members of the Budget and Planning Council may like to have a copy as well and offered to check with Paul Torgersen, President, regarding the additional release. Bea noted that we may not be provided with any feedback regarding the acceptability of our responses until the Governor's Budget is made public on December 18, 1995. Peggy Meszaros distributed copies of a recent speech prepared and presented by the Secretary of Education to the Commission on the Future of Higher Education. The copy was provided to offer some insight into the political climate.

4. 208 PERFORMANCE INDICATORS.

Peggy Meszaros asked for review and discussion by the council of the handout entitled, "Proposed Performance Indicators". The handout was put together by a committee to provide a basis for recommendations and review during the decision process. Two one-page excerpts from the Performance Budgeting Instructions for 1996-98 (ppgs. 21 and 31) were provided for reference. After considerable discussion of the instructions and the suggested list of indicators, Peggy Meszaros asked the members of the council for a consensus. It was agreed that members of the council would like time for further review of the documents provided. Peggy Meszaros asked that responses be submitted to Dixon Hanna by October 24, 1995. The council will have an opportunity for final review of the revised list during the October 31, 1995 meeting.

5. CRITERIA FOR PROGRAM REVIEW AND SELECTIVE AND DIFFERENTIAL RESOURCE ALLOCATION.

Peggy Meszaros introduced the topic and asked Lauren Martinson, Assistant to the Executive Vice President, and Susan Brooker-Gross, Associate Provost, to discuss the revised criteria document. Following considerable discussion of the intended use and content, Peggy Meszaros asked that council members send comments to Lauren Martinson or Susan Brooker-Gross by October 24, 1995 and asked that a revised draft be prepared for the review of council during the October 31, 1995 meeting.

6. OTHER BUSINESS.

Kriton Hatzios, Professor of Plant Pathology and Weed Science, offered copies of articles from the October 4, 1995 issue of Science magazine to interested members of council for reference.

Peggy Meszaros asked if all members have received a copy of the Progress Report on Restructuring and asked for comments/questions. Dixon Hanna, Associate Provost, explained that the report is formulated as a function of last year's report and as a response to specific directions from SCHEV, and therefore, may not be reflective of our internal initiatives or emphasis. There has been no response to the report from Richmond.

Peggy Meszaros noted that there is a progress report related to the current university plan in circulation at this time for review and comment as well as the progress report for restructuring and others.

Peggy Meszaros reminded council members of the meeting scheduled for October 18, 1995 with regard to the update/revision of the university plan. She announced that George Keller, eminent education consultant and author of a book entitled Academic Strategy, will lead the workshop. She encouraged attendance and added that Mr. Keller may be available in the afternoon for smaller sessions as requested.

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

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

October 31, 1995

President's Boardroom

210 Burruss

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

PRESENT: Rosemary Blieszner, David Conn, Ann Craig, Greg Dunn (for Shawn Handley), Larry Freeman, Dixon Hanna, Kriton Hatzios, Louis Helfrich, Ernest Houck, Peter Karp, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Richard Salmon, Wyatt Sasser, Michael Schroder, Dwight Shelton, Tom Sherman

ABSENT: Neal Castagnoli, Beth Hanson, Pat Hyer, Gary Larrowe, Minnis Ridenour, Richard Zody

GUESTS: Ralph Byers

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:06 p.m.

2. APPROVAL OF MINUTES OF THE OCTOBER 17, 1995 MEETING.

Tom Sherman, Professor, Curriculum and Instruction, moved approval of the minutes and Richard Salmon, Professor, Educational Leadership and Policy Studies, seconded the motion. The minutes of the October 17, 1995 meeting were unanimously approved.

3. PERFORMANCE INDICATORS FOR AGENCIES 208 AND 229.

Dixon Hanna, Associate Provost, introduced a handout entitled, "Performance Indicators for Virginia Tech, Agency 208" and briefly described the committee strictures and processes that resulted in the execution of the handout document. He also distributed an additional handout entitled, "Accountability Goals, Objectives and Measures" created by Florida State and loaned to Virginia Tech for reference. Dixon discussed the data presented to support each of four of the five proposed indicators and some reasons that each indicator may be a good measure of performance for Virginia Tech. He asked Lauren Martinson, Assistant to the Executive Vice President, to comment on the indicator entitled, "Administrative Efficiency as Measured by Institutional Support Expenditures/Total E & G Expenditures". Members of the council discussed the indicators and supporting data. The ensuing discussion revealed the following: little hesitation with number one as an "outcome" indicator provided it is reported in context; number two is o.k. overall although data may be provided to make a stronger statement for in-state; number three should be returned to the originating committee for division into two parts, the second part to showcase technology; number four measures input rather than outcome, but few others would be applicable; number five should be expanded to include two measures -- total sponsored research and industry sponsored research. Further comments are to be directed to Dixon Hanna or Lauren Martinson at the earliest possible time since our report is due in Richmond by November 10, 1995.

Dixon Hanna briefly reviewed the 229 Performance Indicators with the assistance of Kriton Hatzios, Professor of Plant Pathology, Physiology and Weed Science, and a member of the originating committee for 229. A memorandum authored by Gerald L. Jubb, Jr., Associate Director, VAES was distributed for reference. Dwight Shelton, University Budget Director,

suggested that number five be revised to remove "appropriated funds" and insert "state generated funds" and that the 229 report be reconciled and footnoted with research funding in 208. Dixon Hanna will set up a joint committee meeting for 208 and 229.

4. 208 AND 229 BUDGET SUBMISSION.

Dwight Shelton noted that the Honorable Beverly H. Sgro, Secretary of Education, has requested a copy of the budget request information and materials that were transmitted from Virginia Tech to the General Assembly on October 25, 1995.

Regarding 229, Dwight advised council that a draft of each element and budget decision package has been provided to Paul Torgersen, President; Minnis Ridenour, Executive Vice President; and, Peggy Meszaros, Senior Vice President and Provost. He said that more is needed to strengthen arguments to retain all monies, no new general fund support is requested, but we will submit changes from restructuring totaling \$5.4 million to be reallocated. Based on self-study recommendations, \$600,000 generated in new money.

Regarding 208, Dwight described the activity based budget that has been developed. He provided a handout entitled, "1996-98 Operating Budget Initiatives" detailing the components of the \$28 million biennial request. He said that the university has advice to request student financial aid/graduate student support and to provide a budget decision package for Unique Military Allowance. He also said that there is a need for a restructuring table that shows the amount of money that we will reallocate over the next 2 years. The state wants to know what we are moving around. For example, the only known way to keep the positions associated with the Workforce Transition Act is by showing how the positions are used in restructuring.

Ralph Byers, Director of Government Relations, noted that SCHEV approved recommendations totaling \$230 million. A handout entitled, "Council of Higher Education Budget Recommendations, 1996-98" was distributed to council members and each element discussed. Additionally he noted that a post tenure review policy is under consideration now by the Commission on Faculty Affairs and is contingent on acceptance by SCHEV.

Dixon Hanna reviewed the components of the Governor's report entitled, "Opportunity Virginia". Ralph Byers commented that there is a focus on regional economic development and an expectation for Virginia Tech to participate in the New Century Region. Peggy Meszaros added that Greg Brown, Dean, College of Forestry, is chairing the outreach implementation committee. The draft budget initiatives are due to Peggy Meszaros and Minnis Ridenour by Friday, November 3, 1995 for final review prior to submission.

5. UNIVERSITY PLAN UPDATE.

David Conn, Special Assistant to the Provost, provided an update on the status of the plan development. Requests for input are all due by noon on November 10, 1995. A report will be provided to this council during the November 14, 1995 meeting. Gordon Davies, Director, State Council of Higher Education, will be at Virginia Tech on November 16th and will meet with the writing group. The writing group is composed of seven persons as follows: Ralph Byers, David Conn, Robert Dyck, Dixon Hanna, Carole Nickerson, Phil Sheldon, Ann Spencer. The plan is to have a draft of the revised document by the end of the semester for review over the semester break.

6. OTHER BUSINESS.

Peggy Meszaros announced that SACS and NCAA representatives will kick-off the Focused Self-Study on January 16, 1996. A written proposal is

due by November 3, 1995 defining what the self-study is required to do. It is expected that the needs will be defined as the planning work evolves. Paul Torgersen, Peggy Meszaros and Minnis Ridenour will review the document prior to transmittal.

Dixon Hanna noted that there are two major items for the November 14, 1995 meeting agenda for this council: (1) the University Plan, and (2) the Closure to Selective and Differential Criteria document. The President will attend the November 14 meeting.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

November 14, 1995

President's Boardroom

210 Burruss

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

PRESENT: David Conn, Ann Craig, Greg Dunn (for Shawn Handley), Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Louis Helfrich, Ernest Houck, Pat Hyer, Peter Karp, Lauren Martinson, Raynel Otero, Timothy Pratt, Minnis Ridenour, Richard Salmon, Michael Schroder, Dwight Shelton, Tom Sherman, Eliza Tse (for Rosemary Blieszner)

ABSENT: Rosemary Blieszner, Neal Castagnoli, Shawn Handley, Gary Larrowe, Peggy Meszaros, Wyatt Sasser, Richard Zody

GUESTS: Susan Brooker-Gross, Carole Nickerson, Phil Sheldon, Ann Spencer, Paul Torgersen

1. CALL TO ORDER.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:00 p.m.

2. APPROVAL OF MINUTES OF THE OCTOBER 31, 1995 MEETING.

Tom Sherman, Professor, Curriculum and Instruction, moved approval of the minutes. The minutes of the October 31, 1995 meeting were unanimously approved.

3. UNIVERSITY-WIDE SELECTIVE AND DIFFERENTIAL RESOURCE ALLOCATION CRITERIA.

Lauren Martinson, Assistant to the Executive Vice President, explained that the previously reviewed draft document had been split into two documents, an introductory document that applies to both administrative and academic areas, and a second document that applies to academic areas only. She explained the reasons for the revision and pertinent changes in the introductory document. Susan Brooker-Gross, Associate Provost, explained contents and pertinent changes to the academic review document. After considerable discussion, it was decided that further examination of the Program Review Document is necessary and will be the first item on the agenda for the next regular meeting, scheduled for November 30, 1995.

4. INPUT REGARDING THE UPDATE OF THE UNIVERSITY PLAN.

Paul Torgersen, President, visited with council members and shared information regarding the initial request for the update to the existing University Plan, the contents of the existing University Plan, the timeline for completion of the update to the plan, and his views on what should be included in the update. He asked that comments pertinent to the development of the update be directed to him electronically at the earliest possible time. The update will be the second agenda item for the next regular meeting, scheduled for November 30, 1995.

There being no further business, the meeting adjourned at 5:10 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

November 30, 1995

President's Boardroom

210 Burruss

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

PRESENT: Rosemary Blieszner, David Conn, Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Louis Helfrich, Ernest Houck, Pat Hyer, Gary Larowe, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Wyatt Sasser, Tom Sherman, Richard Zody

ABSENT: Neal Castagnoli, Shawn Handley, Peter Karp, Minnis Ridenour, Richard Salmon, Michael Schroder, Dwight Shelton

GUESTS: Susan Brooker-Gross, Ralph Byers, Bob Dyck, Phil Sheldon

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m.

2. APPROVAL OF MINUTES OF THE NOVEMBER 14, 1995 MEETING.

Tom Sherman, Professor, Curriculum and Instruction, requested that the minutes reflect more detail of discussions of the Council and moved approval of the minutes. The minutes of the November 14, 1995 meeting were unanimously approved.

3. UPDATE TO THE UNIVERSITY PLAN.

David Conn, Special Assistant to the Provost and Professor, presented a timetable for completion of the University Plan. Faculty and staff forums are planned to obtain input. Richard Zody, Professor, Urban Affairs and Planning, noted that no faculty involvement will be able to occur between December 16, 1995 and January 17, 1996. David Conn noted that other avenues of faculty input would be sought and that copies will be made available on December 18 to be mailed to any faculty member who requests a copy. The full schedule for the completion of the plan will be printed in the SPECTRUM the week of December 4. The possibility of additional open forums was discussed. It was recommended that several open forums held at various times should be scheduled, and all employees should be encouraged to participate.

Dixon Hanna, Associate Provost, suggested that the Student Government Association and the Graduate Student Association be invited to review and provide input in the University Plan. David Conn noted that the self-study theme is "Transforming Virginia Tech for the Information Age", and distributed a copy of the proposal to the Southern Association of Colleges and Schools for a focused self-study.

David Conn then distributed additional input on the planning update and summarized the types of input received to date regarding the plan land-grant institution most prominently mentioned, but not mutually exclusive of other institutional types mentioned by George Keller; necessity to become more focused; and the theme of economic development. The committee discussed the organization of the plan and the possible inclusion of the mission/vision statement. The core values will be included in some form in the University Plan. Measures of success may not be included in the planning document itself, but may be included in a subsequent document.

Beth Hanson, Assistant Professor, Library, noted that economic development in a university setting is really public service and an

integral part of who we are as a university community. Regarding instruction, Kriton Hatzios, Professor, Plant Pathology, noted that a balance between distance learning and technology and "one-on-one" contact will be necessary. Richard Zody noted that graduate education is critical to the support of a research university.

Tim Pratt, Professor, Electrical Engineering, noted that we are a residential university at the undergraduate level and that graduate education is much more broadly based. Only graduate education involves distance learning. While the undergraduates are on campus, we should do more with them. Ralph Byers, Director, Governmental Relations, responded that we should bolster the undergraduate experience on-campus, but that it will be increasingly difficult to sustain an undergraduate 4-year residential institution. Technology is one of our special niches.

4. ACADEMIC PROGRAM REVIEW.

Peggy Meszaros announced that SCHEV has clarified the program review timeline. By June 1996, only the criteria for performing the academic program review must be submitted. In discussions with the deans, Peggy Meszaros noted that it is their desire to complete the academic program review for our internal use only by May, and also noted that a more formalized administrative review process will be developed. Dick Zody noted that it is not appropriate to force a template evaluation on all units, since there are many differences which must be taken into account. Tom Sherman inquired about the outcome of the reports of the review processes. Peggy Meszaros responded that they would be arrayed on a matrix for inclusion in decision making processes.

Dick Zody noted that we should not limit ourselves to comparisons with other state institutions, or we risk losing our national peer group for benchmarking purposes. Tom Sherman suggested that four questions might be answered by the review process:

- a. What programs might we eliminate?
- b. Where might resources be devoted?
- c. Where is there innovation, and should resources be allocated accordingly?
- d. What is the difference between what we want to do and what we have to do?

Peggy Meszaros responded that we must perform the academic program review but what was missing from the process was differential and selective resource allocations. Informed decisions could be made using the program reviews and the differential and selective resource allocation criteria.

Tom Sherman inquired if it was necessary to gather all of the information to satisfy the state academic review process. Tim Pratt noted that the dean's interpretation of reviews of their programs would be validated by hard data to determine if their interpretation was relevant. Dixon Hanna reminded the Council that we are now experiencing a broader level of openness in the budget process and that we will learn a lot more about problems that exist as we work through this process.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

January 11, 1996

President's Boardroom

210 Burruss

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

PRESENT: Neal Castagnoli, David Conn, Dixon Hanna, Beth Hanson, Kriton Hatzios, Ernest Houck, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Minnis Ridenour, Dwight Shelton, Tom Sherman, Richard Zody

ABSENT: Rosemary Blieszner, Larry Freeman, Shawn Handley, Louis Helfrich, Pat Hyer, Peter Karp, Gary Larrowe, Wyatt Sasser, Michael Schroder

1. CALL TO ORDER AND ANNOUNCEMENTS.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m. David Conn, Professor and Special Assistant to the Provost, announced a series of three open forums to discuss the University Plan.

2. APPROVAL OF MINUTES OF THE NOVEMBER 30, 1995 MEETING.

Tom Sherman, Professor, Curriculum and Instruction, proposed a motion to approve the minutes of the November 30, 1995 meeting. The minutes were approved as written.

3. REVIEW OF GOVERNOR'S BUDGET.

Minnis Ridenour, Executive Vice President, briefed the Council on issues related to the Governor's budget. The Governor's budget proposed slightly over \$12 million in 1996-97, and \$13 million in 1997-98 in new funding for Virginia Tech. For the first time in many years, inflationary support for non-personal services expenses was included in the Governor's budget.

The Virginia Business-Higher Education Council holds the most influence over the higher education portion of the Governor's budget and amendments that may be submitted to the General Assembly. The Council of Presidents has decided to submit a unified amendment for all of higher education, requesting \$435 million for faculty salaries, student financial aid, technology, Governor's budget proposals, equipment trust funding and institution-specific initiatives. While the entire \$435 million may not be funded, faculty salaries are likely to be addressed in both years of the biennium, rather than just the second year of the biennium. The Virginia Business-Higher Education Council has stated that they are alarmed at the size of the backlog in capital outlay projects.

4. UNIVERSITY SPONSORED LEGISLATIVE AMENDMENTS.

Dwight Shelton, University Budget Director, reviewed proposed amendments. Amendments must be submitted by January 24. The Governor's budget includes funding to cover inflationary costs as well as an increase in funding for enrollment growth. The Governor's budget also includes a plan to allow tuition contracts, which would mean that differential tuition rates would be necessary for different classes, and significant funding for technology initiatives.

The Council of Presidents will be submitting a joint amendment for funding of all public institutions of higher education in Virginia. Virginia Tech will participate in the joint amendment and will include amendments for additional general fund support for Virginia undergraduate students and economic development through technology and advanced education as institution specific amendments. Funding for operations and maintenance of new facilities and graduate student support will also be included as institution specific amendments. The "Enhancing the Teaching and Learning Environment Through Technology" initiative will be included in the Presidents' consolidated amendment under the technology category.

Kriton Hatzios, Professor of Plant Pathology, Physiology, and Weed Science, questioned the lack of support for graduate students in the Governor's budget, and noted the key role that graduate education plays in meeting the goals of the University Plan. He noted that funding for graduate education needs to be addressed internally if the state does not provide adequate graduate student support. Dwight Shelton noted that no additional financial assistance, for either undergraduates or graduates, was included in the Governor's budget, but will be addressed as part of the Council of Presidents amendment.

For the Cooperative Extension/Agriculture Experiment Station, new non-general fund support to recognize an increase in grants and fees is recommended in the Governor's budget, as well as support for faculty salaries in the second year of the biennium. Virginia Tech plans to submit an institution-specific amendment for \$500,000 in 1996-97 and \$1.1 million in 1997-98 for operations, maintenance and repairs for Agriculture Experiment Stations.

Minnis Ridenour noted that a technical amendment to complete the agency consolidation in the amount of \$2.5 million was not included in the Governor's budget, but will be addressed administratively instead.

For capital projects, only the Advanced Communications and Information Technology Center received funding in the amount of \$10 million in the Governor's budget. Amendments will be offered for an increase in funding for the Athletic Facilities Addition and the Coal-Fired Boiler. The Athletic Facilities Addition was originally approved by the General Assembly in the amount of \$4.75 million, an increase in scope to \$6 million has been requested. The coal-fired boiler cost estimate is \$2.3 million greater than originally approved.

Richard Zody, Professor of Urban Affairs and Planning, asked if the Advanced Communications and Information Technology Center can be phased. Minnis Ridenour responded that private and federal support is being sought to complete the construction funding of the facility.

Timothy Pratt, Professor of Electrical Engineering, noted that the Governor seems to view higher education as an expense rather than an investment. Minnis Ridenour responded that progress is being made in educating legislators through the efforts of the Virginia Business-Higher Education Council.

Minnis Ridenour outlined the process of submitting amendments.

- a. All alumni legislators will be briefed on Virginia Tech priorities.
- b. Key legislators will be sought to sponsor specific amendments.
- c. The president will meet with every key legislator over the next several weeks.
- d. Minnis Ridenour and Ralph Byers will provide technical support and work with legislative staff.

e. The Farm Bureau and Agri-Business Council and other key alumni will provide support for amendments.

Neal Castagnoli, Endowed Professor of Chemistry, noted that no sympathy for graduate education seems to be evident at the state level, and inquired how best to counteract that sentiment. Peggy Meszaros responded that it represents a national phenomena and it is a matter of perception that there is too much emphasis on research and too little on undergraduate education. She noted that when distinguished faculty teach, it helps to dispel the misperception. Minnis Ridenour noted that there is a recognition of the differential teaching load at the graduate level, but that graduate student support is closely linked to sponsored research grants and contracts and there is a feeling that funding should be coming from sponsors. He also noted that it is difficult to overcome the priority placed on undergraduate education.

Peggy Meszaros noted that several presentations would be helpful in understanding these issues and suggested that presentations on graduate enrollment, faculty salaries, financial aid, and the future of higher education be scheduled for upcoming meetings.

Minnis Ridenour asked if the Council members were comfortable with the list of potential amendments. Raynel Otero, Administrative Officer of the College of Forestry and Wildlife, inquired about the decision-making process for final approval of amendments. The vice presidents and deans will hear the same presentation of potential amendments as the Budget and Planning Council. If there are any concerns among the groups, another meeting will be called to discuss. Ernest Houck, Pamplin Professor of Management Science, asked how the amendments will be prioritized. Minnis Ridenour responded that, at some point, there will be a prioritization process for institution-specific requests. State-wide priorities are:

- a. Faculty Salaries
- b. Technology Initiatives
- c. Institution-Specific Initiatives

Timothy Pratt inquired about the possibility of receiving funding without support from the Virginia Business-Higher Education Council. To successfully compete for funding, it will be necessary to follow Council recommendations.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING January 24, 1996

President's Board Room

210 Burruss

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

PRESENT: Rosemary Blieszner, Neal Castagnoli, David Conn, Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Ernest Houck, Pat Hyer, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Dwight Shelton, Tom Sherman

ABSENT: Marion Asche, Shawn Handley, Louis Helfrich, Peter Karp, Gary Larrowe, Minnis Ridenour, Wyatt Sasser, Michael Schroder, Richard Zody

GUESTS: John Eaton, Gerry McLaughlin

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m.

2. APPROVAL OF MINUTES OF THE JANUARY 11, 1996 MEETING.

Tom Sherman, Professor, Curriculum and Instruction, proposed a motion to approve the minutes of the January 11, 1996 meeting. The minutes were approved as written.

3. PRESENTATION ON GRADUATE ENROLLMENTS.

John Eaton, Associate Provost for Graduate Studies, presented "Factors Influencing Graduate Enrollment at Virginia Tech". The most prominent factors influencing graduate enrollments include increased tuition costs, fewer assistantships, fewer faculty to direct graduate students, and decreasing trends nationally in graduate student enrollment. Graduate enrollments for each college were reviewed. Graduate enrollments are declining in the colleges of Agriculture, Architecture, Business, Education, and Engineering. Diversity in the College of Arts and Sciences may have helped maintain its graduate enrollments.

Neal Castagnoli, Endowed Professor of Chemistry, inquired about a university philosophy regarding internal recruitment of graduate students, and asked what can be done to improve the quality of students and graduate programs. John Eaton responded that the graduate school is going to become more like the undergraduate admissions office in recruiting graduate students. More campus visits will be scheduled, since a definite correlation exists between the number of campus visits by prospective graduate students and enrollment. John Eaton noted that there are more post doctorates here on campus now than ever before.

Peggy Meszaros asked how the present decline in graduate enrollments can be interpreted for next year. John Eaton responded that "when the economy is bad, graduate enrollments go up". Employment levels are high now and may be a good predictor of graduate enrollments for next year. John Eaton was asked to review off-campus graduate enrollment trends for the committee at a future date.

4. PRESENTATION OF FACULTY SALARIES.

Pat Hyer, Associate Provost, gave a brief presentation on the competitiveness of faculty salaries. In 1990-91, faculty salaries at Virginia Tech ranked in the 45th percentile among our benchmark peers. Currently, faculty salaries rank in the 21st percentile. The goal is to reach the 60th percentile. The average faculty salary for 1994-95 was \$53,700. The College of Forestry faculty salaries were the most competitive, while the College of Arts and Sciences faculty salaries were the least competitive. There are substantial differences between colleges and faculty rank. Increased state funding for faculty salaries is supported by SCHEV and will be necessary to improve the competitiveness of faculty salaries in Virginia as a whole.

5. UPDATE ON BUDGET AMENDMENTS.

Dwight Shelton, University Budget Director, reviewed the Council of Presidents Unified Budget Amendment and the Capital Outlay Amendments for Virginia Tech. The Unified Budget Amendment requests an additional \$340 million in funding for higher education in Virginia. The Governor's budget included \$105 million. If approved by the General Assembly, the total amount supported by the

Virginia Business-Higher Education Council would be \$445 million. Virginia Tech's share of both the Unified Amendment and the Governor's proposal would be approximately \$85 million.

For Capital Outlay Amendments, the university has requested \$43.8 million in General Funds and \$18.5 million in Non-General Funds. The request for General Fund support includes funding for the Advanced Communications and Information Technology Center in the amount of \$10 million. Non-General Fund support is requested in the amount of \$14.45 million from private and federal sources to also support this facility. Other facilities requests include increased appropriations for the new athletics facility, coal-fired boiler, architecture project, telecommunications upgrades, technology upgrades to classrooms, and conversion of the upper quad and part of Burruss Hall to academic space.

6. UPDATE ON UNIVERSITY PLAN.

David Conn, Special Assistant to the Provost and Professor, reported on the open forums held by the president to hear comments on the draft plan. All were fairly well attended and some good comments were received. The plan will be submitted in draft form to the Board of Visitors at their February 18/19 meeting, with formal adoption expected at the April Board of Visitors meeting.

7. OTHER BUSINESS.

For the February 8 meeting, the agenda will include a discussion of the two presentations on graduate enrollments and faculty salaries, program review criteria/selective and differential allocations, and an update on the University Plan/SACS Self-Study.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

February 8, 1996

Room 400-D Burruss Hall

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

PRESENT: Marion Asche, Rosemary Blieszner, David Conn, Larry Freeman, Richard Gandour (for Neal Castagnoli), Dixon Hanna, Beth Hanson, Ernest Houck, Pat Hyer, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Minnis Ridenour, Bryan Rowland (for Michael Schroder), Dwight Shelton, Thomas Sherman, Richard Zody

ABSENT: Neal Castagnoli, Shawn Handley, Kriton Hatzios, Louis Helfrich, Peter Karp, Gary Larrowe, Wyatt Sasser, Michael Schroder

1. CALL TO ORDER AND APPROVAL OF JANUARY 24, 1996 MINUTES.

Peggy Meszaros, Senior Vice President and Provost called the meeting to order and asked for approval of the minutes of January 24, 1996. The minutes were approved as distributed.

2. DISCUSSION OF PRESENTATIONS ON GRADUATE ENROLLMENTS AND COMPETITIVENESS OF FACULTY SALARIES.

A discussion of the presentation provided by John Eaton, Associate Dean of Graduate Studies, at the previous meeting was opened. The possibility of private support for graduate students was discussed. Currently, graduate students benefit from bequests from the Pratt and Via estates, but otherwise, very little private support is designated specifically for graduate student support.

Peggy Meszaros noted that because the university is highly decentralized, graduate student support had become department specific. Some departments were able to fully fund all graduate students, others offered only partial support to graduate students. The instructional fee scholarships available to graduate students changed how graduate students received financial support in that only full scholarships were available. Those who did not receive a full scholarship may not be willing to enroll, whereas an individual who may receive partial support will still enroll. Bryan Rowland, Graduate Student Representative, noted that by "watering" the pool, graduate student quality may be compromised. Currently, the quality of the graduate student body is quite high.

Richard Gandour, Professor and Department Head of Chemistry, noted that before the instructional fee scholarship program was instituted, for Chemistry, graduate student support ranked in the 20th percentile. After the implementation of the program, support increased to the 40th percentile, but is still not competitive with peer institutions.

John Eaton and Len Peters, Vice Provost for Research and Graduate Studies, will be asked to address further issues related to graduate financial support at the next meeting.

The Council discussed the competitiveness of faculty salaries presentation provided by Pat Hyer, Associate Provost for Administration, at the previous meeting. Pat Hyer inquired how the Council felt about the allocation of faculty salary monies. The Council supported across the board allocations to all colleges, however, colleges upon approval by the president, will be able to supplement faculty salaries with college funds resulting from vacant positions or other salary actions.

Dwight Shelton, University Budget Director, noted that the university faculty salary average must be within 1% of the consolidated salary average established by SCHEV. Dwight Shelton was asked to review the process for establishing the consolidated salary average for faculty at an upcoming meeting.

3. TUITION AND FEE PROPOSALS FOR 1996-97.

Dwight Shelton presented information on tuition and fee proposals for 1996-97. With the president's pledge in place, the university proposes to limit tuition increases to no more than 3%, or about the rate of inflation. The Board of Visitors will be asked to approve a rate of increase of up to 3%, acknowledging that no tuition increases could be possible.

4. BIENNIAL BUDGET UPDATE.

Dwight Shelton noted that all of the university's amendments have been submitted. Ralph Byers, Director of Governmental Relations, is optimistic that the university will receive more funding than was recommended in the Governor's budget. The official end of the General Assembly session is March 9.

5. CRITERIA FOR SELECTIVE AND DIFFERENTIAL RESOURCE ALLOCATIONS/ACADEMIC PROGRAM REVIEW.

Peggy Meszaros discussed the timeline for academic program review. Only program review criteria will be due in June to SCHEV. In discussions with SCHEV, Peggy Meszaros received positive feedback about the program review process developed for the university's academic programs. Peggy Meszaros also noted that only "new" monies will be subject to selective and differential resource allocations.

6. UNIVERSITY PLAN/SACS SELF-STUDY UPDATE.

David Conn, Professor and Special Assistant to the Provost, provided an update to the University Plan and noted that the plan will be reviewed by the Board of Visitors at their February meeting. On the self-study, David Conn noted that a copy of an alternative plan from UVA has been obtained for our review. Copies from other universities have also been requested. The Budget and Planning Council will provide oversight for the compliance portion of the self-study.

There being no further business, the meeting was adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

February 21, 1996

President's Board Room 210 Burruss

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

PRESENT: Marion Asche, Rosemary Blieszner, Neal Castagnoli, David Conn, Dixon Hanna, Beth Hanson, Kriton Hatzios, Ernest Houck, Peter Karp, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Wyatt Sasser, Michael Schroder, Dwight Shelton, Tom Sherman

ABSENT: Larry Freeman, Shawn Handley, Louis Helfrich, Pat Hyer, Minnis Ridenour, Richard Zody

GUESTS: John Eaton, Len Peters

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m.

2. APPROVAL OF MINUTES OF THE FEBRUARY 8, 1996 MEETING.

The minutes of the February 8, 1996 meeting were reviewed and approved as amended.

3. DISCUSSION OF GRADUATE FINANCIAL SUPPORT.

John Eaton, Associate Provost for Graduate Studies, presented information on graduate unfunded scholarships, state fellowships, and payment of tuition for graduate students. The two sources of state funding are the Virginia Graduate and Undergraduate Assistance Program and the unfunded scholarship program authorized by the state. Unfunded scholarships are funded from monies set aside by the university for teaching and research assistants. The issue with these funds is that they cannot be used to support graduate assistants. With over 500 graduate assistants, support by unfunded scholarships is difficult for this category of graduate students. To solve this problem, graduate assistants, a university designation, should be converted to graduate teaching assistants or graduate research assistants to be consistent with state code restrictions. In order to make this conversion, faculty positions would have to be converted at a rate of four GTA/GRA's to one faculty position. The Council discussed how this proposed conversion would affect the ability of departmental faculty hiring in the future.

Tom Sherman, Professor of Education and Faculty Senate President, asked if there was enough funding to provide competitive graduate student financial support. Len Peters, Vice Provost for Research and Graduate Studies, noted that some departments are quite competitive and some are not. More private funding is needed for graduate student support. A new development officer has been hired to support private giving to the Graduate School. Neal Castagnoli, Endowed Professor of Chemistry, expressed concern about recruiting new faculty and the small numbers of new incoming faculty.

4. GENERAL ASSEMBLY UPDATE.

Dwight Shelton, University Budget Director, reviewed the status of proposed amendments. The House version would return \$45.5 million to the university. The Senate version would return \$39 million to the university. Both the House and Senate are committed to increasing

faculty salaries to the 60th percentile.

5. UPDATE ON UNIVERSITY PLAN AND SELF-STUDY.

David Conn, Special Assistant to the Provost and Professor, provided an update on the University Plan. The plan was presented to the Board of Visitors at their February meeting. The Board will have several weeks to review the plan and provide their comments. Initial comments regarded the need to include the details of implementation and performance measures.

6. OTHER BUSINESS.

Peggy Meszaros noted that SCHEV will be on campus to hear oral reports on outcomes assessment at Virginia Tech. The Budget and Planning Council members are invited to attend. The meeting will be at the Donaldson Brown Hotel and Conference Center on March 7 from 8:30 a.m. to 10:30 a.m.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

March 19, 1996

Room 400-D Burruss Hall

2:00 p.m. - 4:00 p.m.

PRESENT: Rosemary Blieszner, Beth Hanson, Kriton Hatzios, Louis Helfrich, Pat Hyer, Peggy Meszaros, Raynel Otero, Timothy Pratt, Minnis Ridenour, Wyatt Sasser, Michael Schroder, Dwight Shelton, Thomas Sherman

ABSENT: Marion Asche, Neal Castagnoli, David Conn, Larry Freeman, Shawn Handley, Dixon Hanna, Ernest Houck, Peter Karp, Gary Larrowe, Lauren Martinson, Richard Zody

GUESTS: Susan Brooker-Gross, Bea Mahan, Anne Moore

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 2:00 p.m.

2. APPROVAL OF MINUTES OF THE FEBRUARY 21, 1996 MEETING.

The minutes of the February 21, 1996 meeting were reviewed and approved as distributed.

3. REPORT ON COMMISSION ON THE FUTURE OF HIGHER EDUCATION.

Anne H. Moore, formerly with the Council of Higher Education and currently on the staff of the Vice President for Information Systems at Virginia Tech, presented information on the report of the Commission on the Future of Higher Education in Virginia (the report is available on the World Wide Web at <http://www.schev.edu>). The Commission consisted of 17 members: five members of the House of Delegates, three members of the Senate, the Secretary of Education, the Chairman and Vice-Chairman of the State Council of Higher Education for Virginia (SCHEV), a member of the State Council, the Director of the State Council, and four members appointed by the Governor.

Six major emphases emerged from the study:

- Teaching -- Emphasis on teaching, especially teaching of undergraduates.
- Tenure -- Rigorous post-tenure performance review resulted from the study of tenure. Virginia Tech was referenced as an example of an institution that already had review policies in place with faculty salary increases based on merit.
- Program duplication at graduate and undergraduate level -- A long discussion of the real cost of programs and the real cost of research. The Commission noted that SCHEV has statutory responsibility for program productivity review and is supposed to inform institutions of low productivity. The report calls for strengthening SCHEV's role in eliminating duplicative programs.
- Academic Standards -- A discussion about differences between input measures and output measures. Did students learn what they needed for the job? Are employers satisfied with the skill and knowledge of the student? For each Virginia institution, there will be a discrete set of indicators against which each institution will be measured.

- Technology -- People who come out of higher education need to know how to use technology. Communications infrastructure is needed. Emphasis is on cooperative programs and cooperative approaches to learning.

- Economic Development -- Charge to institutions not to duplicate programs.

Investing in Higher Education -- Goals include having faculty salaries at the 60th percentile of benchmark groups; providing funding for eminent scholars, technology, Equipment Trust Fund program, and capital projects; utilizing independent colleges in Virginia; and supporting students who want to go to private institutions. (All of the goals were addressed in the Governor's and/or General Assembly budget decisions.)

Accountability -- Proposals include enlarging the responsibility for oversight by the boards, increasing the number of members on the boards of visitors, and giving strong colleges more freedom from red tape. The belief is that institutions will assume greater responsibility for the results when they are given greater responsibility for their operations.

Role of Council of Higher Education -- Major themes are program review and approval. The Council needs to be more specific about where enrollment growth will occur; address what kind of technology-based delivery systems are needed; evaluate what financial commitments of state government should be; and provide a formal educational program so that members of the boards of visitors are better informed.

After reviewing the report, Anne Moore indicated that each institution needs to differentiate itself from the others. What we used to do does not work now. We need to send a message of what it means to be a modern land-grant university. Minnis Ridenour, Executive Vice President, pointed out that institutions that are getting funding are those that have differentiated themselves, for example, ODU with its Teletechnet program, JMU for its Center for Integrated Science and Technology, and VCU for the development of an engineering program and biotechnology. We need to focus on what we want to be known for or we will be questioning why we are not getting more funding from the state. Peggy Meszaros suggested that a future meeting of the Council should focus on how to differentiate what we do and that Anne Moore, Larry Hincker, Dave Nutter, and Charles Steger should be invited to attend the meeting. Minnis Ridenour indicated that attendance by the faculty representatives on the Council would be important for this discussion and that Ralph Byers should be invited.

4. BUDGET UPDATE FOR 1996-98.

Dwight Shelton, Director of Budget and Financial Planning, reported on the results of the Conference Committee of the General Assembly. Faculty salary increases of six percent for instructional and research faculty and four percent for administrative and professional faculty have been included in the 1996-97 budget and a two percent place-holder for all faculty has been included for 1997-98. Classified salary increases of 4.35 percent in 1996-97 and a place-holder of 2.0 percent have been included in the Central Appropriations. New funding is included for technology operating, enrollment growth, graduate programs in northern Virginia, operation and maintenance of the new Northern Virginia Center (which opens in January 1997) and the Engineering/Architecture facility in 1997-98, and support for the agricultural research stations. Virginia Tech's share of the Equipment Trust Fund program is \$7.5 million in each year of the biennium. No increases in student financial aid were made because no in-state undergraduate tuition increases were authorized. Several new capital projects were authorized; however, only the Advanced Communications and Information Technology Center received any state funding. The other projects will be funded by revenue bonds with the debt service repaid by self-generated revenue and private funds.

Minnis Ridenour reported on the change in pay dates. Two weeks of pay will be deferred until the employee leaves state service. The rate has been set so that no one will make less than the current year. Because of the merit process, there is a potential for a faculty member to be paid less than in the current year; this would occur if the merit increase is less than 4.35 percent. Under the plan approved by the General Assembly, a salary increase will be included in the base pay for both faculty and classified staff, this will be compounded for future raises, and will be included in retirement calculations. Most organizations have this deferred payment plan.

The classified staff salary increase is an across-the-board increase and not a merit adjustment (2.05 percent base structure adjustment compounded by a one-step increase of 2.25 percent). Personnel Services will have information sessions to help people understand and plan for this change in pay dates.

5. PROGRAM REVIEW AND RESOURCE ALLOCATION.

Susan Brooker-Gross, Associate Provost, reported that the program review and resource allocation process for academic support units is much the same as for the colleges. The same five criteria are included, each unit prepares a 2-3 page summary, the vice president prepares a recommendation, and the same time line will be used. Minnis Ridenour indicated that assessments of non-academic units are being conducted and that a program review document will be brought to a future Council meeting. Susan Brooker-Gross handed out the final Program Review and Selective and Differential Resource Allocation document for the colleges.

There being no further business, the meeting adjourned at 4:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

April 4, 1996

President's Board Room

210 Burruss Hall

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

PRESENT: Marion Asche, Rosemary Blieszner, David Conn, Larry Freeman, Dixon Hanna, Beth Hanson, Ernest Houck, David Kingston (for Neal Castagnoli), Lauren Martinson, Peggy Meszaros, Timothy Pratt, Minnis Ridenour, Michael Schroder, Dwight Shelton, Thomas Sherman

ABSENT: Neal Castagnoli, Shawn Handley, Kriton Hatzios, Louis Helfrich, Pat Hyer, Peter Karp, Gary Larrowe, Raynel Otero, Wyatt Sasser, Richard Zody

GUESTS: Bob Cannell

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m. and introduced the guests.

2. APPROVAL OF MINUTES OF THE MARCH 19, 1996 MEETING.

The minutes of the March 19, 1996 meeting were reviewed and approved as distributed.

3. 229 PERFORMANCE INDICATORS.

Dixon Hanna, Associate Provost, reviewed the process of preparing performance indicators. The Department of Planning and Budget (DPB) directed all state agencies to prepare performance indicators for publication. These will be sent to the Joint Legislative Audit and Review Committee (JLARC) for formal approval and will be used as a measure in the budget process in subsequent years. The proposals will be reviewed at the Dean's Council meeting on Monday, April 8 and are due in DPB on April 11.

Bob Cannell, Director and Associate Dean of the Virginia Agricultural Experiment Station, reviewed a draft of the 229 Performance Indicators. These were written to support the 229 mission and the 1995 Issues Assessment which was submitted to DPB last Fall. Issues of concern included the availability of data, the likelihood that the purpose of the performance measures will change, and the possibility of penalties due to state cut-backs. Peggy Meszaros suggested using the question "How well are we meeting our goals as an agency?" as a framework for the performance measures.

Minnis Ridenour, Executive Vice President, expressed concern that the performance measures do not address the amount of revenue that the agriculture experiment station generates. Furthermore, this may be an opportunity for the university to produce good data, which could lead to increased future funding.

The council suggested that Ralph Byers, Director of Government Relations, be asked to review the documents and provide marketing advice that could be used.

4. SALARY INCREASES FOR GRADUATE ASSISTANTS.

Minnis Ridenour explained the process of state funding when faculty positions are converted to graduate teaching assistant positions. The

state provides no funding for graduate assistants or graduate research assistants. The possibility of providing all graduate assistants a 6 percent raise, since the state has recommended this amount for faculty, was discussed.

Dwight Shelton, University Director of Budget and Financial Planning, presented the incremental funding for the biennium and the estimated cost of GA/GTA salary increases. Graduate teaching assistant positions will receive the 6 percent increase since these are funded by the state; however, no funding for graduate assistantships and research assistantships has been received from the state for salary increases.

The committee recommended that all graduate positions receive the 6 percent salary increase. This will enable the university to remain competitive with our peer institutions.

5. FACULTY SALARY INCREASES.

Dwight Shelton presented the estimated cost of administrative and professional faculty salary increases for the university and extension station. There is not enough growth in the general fund to provide a 4 percent or 6 percent increase. The committee will discuss this further at an upcoming meeting.

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

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

April 16, 1996

400-D Burruss Hall

2:00 p.m. - 4:00 p.m.

PRESENT: Rosemary Blieszner, Neal Castagnoli, David Conn, Dixon Hanna, Beth Hanson, Kriton Hatzios, Pat Hyer, Gary Larrowe, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Minnis Ridenour, Dwight Shelton, Thomas Sherman, Dick Zody

ABSENT: Marion Asche, Larry Freeman, Shawn Handley, Louis Helfrich, Peter Karp, Wyatt Sasser, Michael Schroder

GUESTS: Pat Edwards, Larry Hincker, Eileen Hitchingham, Janet Johnson, Anne Moore, Jerry Niles, Bill Stephenson, Andy Swiger

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 2:00 p.m. and introduced the guests.

2. APPROVAL OF MINUTES OF THE APRIL 4, 1996 MEETING.

The minutes of the April 4, 1996 meeting were reviewed and approved as distributed.

3. FOLLOW-UP DISCUSSION ON COMMISSION ON FUTURE OF HIGHER EDUCATION IN VIRGINIA.

Anne H. Moore, formerly with the Council of Higher Education and currently on the staff of the Vice President for Information Systems at Virginia Tech, reviewed the context of Virginia's budget development. Over the last five years, Virginia's budget problems have been solved by a series of one-time fixes. There is a structural problem in the state's budget that state legislators and policy-makers are beginning to recognize. Institutions of higher education are being encouraged to think creatively about partnerships that will place them strategically in a position of strength when requesting public funds in support of their programs.

Anne Moore listed five cross-cutting issues that could be seen as strengths of the university:

Biotechnology
Computing and Information Technology (in it's broadest sense)
Materials Science
Environmental Sciences, Natural Resources, and Life Sciences
Education and Human Resources

Tim Pratt, Professor of Electrical Engineering, noted that the university's strengths were in engineering and research centers, areas that industry is willing to put money into. Kriton Hatzios, Professor of Plant Pathology, Physiology, and Weed Science, reminded the council that the university is a land-grant university, that there are more than five areas of excellence, and suggested that the council look for common denominators across all areas of excellence. Dick Zody, Professor of Urban Affairs and Planning, noted that what is a "means" for the university is an "end product" for someone else, and that the university should keep that in mind when considering areas of excellence in teaching, research, and public service.

Bill Stephenson, Dean of Engineering, noted that there is a strong connection between teaching and research, but if the university abandons it's strengths, then it is no better than any other university. The

university cannot be only "users" of technology. Andy Swiger, Dean of Agriculture and Life Sciences, responded that none of the university's strengths occurred because the university decided to become excellent in that particular area, but because faculty pursued their interests in these areas. Can we really make a top down decision on areas of excellence the university wishes to pursue?

Janet Johnson, Interim Dean of Human Resources, asked how we can translate our strengths using the land-grant mission. Larry Hincker, University Director of Public Relations, noted that while we are a land-grant university, every other university wants to assume that mission itself. Minnis Ridenour, Executive Vice President, asked if the land-grant mission is teaching, research and public service, or is it the functional disciplines specific to land-grant institutions.

Beth Hanson, Assistant Professor, Library, inquired about the political climate for higher education in Virginia. Anne Moore noted that Northern Virginia politics will play an important role in how institutions align themselves. William and Mary has decided to offer strong undergraduate degree programs and to beef up and maintain their business and law schools. James Madison has placed its focus on undergraduate education and its College of Science and Technology. Old Dominion has positioned itself with its Teletechnet program. Larry Hincker asked how do we want to position ourselves? What message do we want to tell?

Tom Sherman, Professor of Teaching and Learning, responded that Virginia Tech has to offer a "good education" in engineering, science, technology, and agriculture, and that is how most people identify Virginia Tech. Tim Pratt noted that our students receive not only a good education, but a job after graduation.

Larry Hincker noted that if we don't define who we are, then the public will do it for us. It was decided to continue this brainstorming session at a future meeting.

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

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

May 1, 1996

President's Board Room

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

PRESENT: Marion Asche, Rosemary Blieszner, Neal Castagnoli, David Conn, Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Ernest Houck, Pat Hyer, Lauren Martinson, Peggy Meszaros, Raynel Otero, Timothy Pratt, Wyatt Sasser, Michael Schroder, Dwight Shelton, Thomas Sherman, Dick Zody

ABSENT: Shawn Handley, Louis Helfrich, Peter Karp, Gary Larrowe, Minnis Ridenour

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m.

2. APPROVAL OF MINUTES OF THE APRIL 16, 1996 MEETING.

The minutes of the April 16, 1996 meeting were reviewed and approved as distributed.

3. TAXABILITY OF GRADUATE TUITION REMISSION.

Dwight Shelton, Director of Budget and Financial Planning, reported on the taxability of graduate tuition remission. The internal revenue code states that tuition waivers for employees are taxable. However, tuition remission for graduate teaching and graduate research assistants is not taxable. Virginia Tech submitted a qualified tuition remission plan to the IRS enabling all of our graduate students to be covered under the code.

Tom Sherman, Professor of Teaching and Learning, suggested we provide this information to the students on an annual basis since there appears to be some confusion. Dwight Shelton reported that an announcement was issued when the tuition remission code became effective. He cautioned that information provided by Virginia Tech should state the facts, but not provide tax advice.

Peggy Meszaros will ask Len Peters, Vice Provost for Research and Dean of the Graduate School, to work with appropriate departments and develop a statement that could be supplied to the students.

4. 1996-97 BASELINE BUDGETS.

Budget Draft

Dwight Shelton presented a draft of the FY 96-97 Funding Requirements and Available Resources for the University Division - 208. (The 229 budget is currently being revised.) The 208 draft is a direct result of the budget call to the university departments. Dwight reiterated the fact that this was a draft and the Provost and Executive Vice President had not made needed adjustments. He did encourage council members to provide input to the Provost and EVP.

Dwight Shelton reviewed the designated allocations and discussed the allocation of \$1.4 million the university received. Kriton Hatzios, Professor of Plant Pathology, Physiology, and Weed Science, questioned the status of the WTAs and ITOs. Peggy Meszaros reported that there has been

no discussion about reallocating these resources to other colleges.

Administrative and Professional Faculty Pay Increase

Peggy Meszaros distributed a letter sent by Marty O'Neill, Chair for the Commission on Administrative and Faculty Affairs, requesting that Administrative and Professional faculty receive the same 6% increase as Teaching and Research faculty. The council discussed reasons to support this request such as morale and inequity issues. Dwight stated that, in the past years, Administrative and Professional faculty had received the same pay increase as Teaching and Research faculty.

Dick Zody, Professor of Urban Affairs and Planning, suggested that if allocated money for Teaching and Research faculty was used to fund Administrative and Professional faculty pay increases, this could affect future baseline budgets. Dwight Shelton assured the council that the resources allocated for Teaching and Research faculty would be used for Teaching and Research faculty salary increases. Resources for Administrative and Professional faculty will come from different allocations.

Raynel Otero, Administrative Officer for the College of Forestry and Wildlife, expressed concern that resources used to increase Administrative and Professional faculty salaries to the necessary 6% could be used to enhance operating budgets for other programs throughout the university which are in need.

Peggy Meszaros stated that the vice presidents and deans strongly favored a 6% pay increase for Administrative and Professional faculty.

Technology Funding

Dwight Shelton reviewed the current transponder contract. The current contract, negotiated by the Department for Information Technology (DIT), is established with a private corporation. However, the rates have changed considerably since the original contract negotiations. There has been an increase of \$259,000. Other institutions across the state are affected as well. Currently, Erv Blythe, Vice President for Information Systems, is discussing the university's options with the state. He is developing plans on how the university could separate from DIT and use its own transponder.

Northern Virginia Graduate Programs

Peggy Meszaros discussed the increased interest from the General Assembly and the Board of Visitors to expand the Northern Virginia Graduate Programs. Timothy Pratt, Professor of Electrical Engineering, noted that the Northern Virginia Technology Council, consisting of about 1200 small companies in addition to Toshiba and IBM, requested via the General Assembly that additional programs be offered in Northern Virginia due to the rapidly growing technology field.

Peggy Meszaros shared a proposal prepared by Len Peters that outlines new programs, along with their justifications, and expected enrollments and revenues. The university must decide how much funding to provide the Northern Virginia campus.

Dick Zody suggested that if several new courses will be started in Northern Virginia the current Graduate School workloads need to be examined since there will be a significant increase in paperwork on the Blacksburg campus. Tom Sherman noted that careful attention should be given to resources and expectations; there are many other departments who offer courses in Northern Virginia. He cautioned the university to examine the mission of the center and not focus solely on technology.

Dixon Hanna, Associate Provost, reported that in the last several years there has been a drop in FTEs, credit hours, and students enrolled at the Northern Virginia campus.

Other Funding Requirements

Dwight Shelton encouraged council members to review the remaining portions of the schedule. The balance of the budget will be discussed at the next meeting.

5. SUMMER MEETING SCHEDULE.

Council members were provided the meeting schedule for the summer months. The Summer Retreat is tentatively scheduled for Thursday, September 5 and Friday, September 6, 1996.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

May 22, 1996

President's Board Room

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

PRESENT: Rosemary Blieszner, David Conn, Larry Freeman, Dixon Hanna, Beth Hanson, Kriton Hatzios, Louis Helfrich, Ernest Houck, Lauren Martinson, Raynel Otero, Timothy Pratt, Minnis Ridenour, Wyatt Sasser, Michael Schroder, Dwight Shelton, Thomas Sherman, Richard Zody

ABSENT: Marion Asche, Neal Castagnoli, Shawn Handley, Pat Hyer, Peter Karp, Gary Larrowe, Peggy Meszaros

GUESTS: Martha McCollum (new Graduate Student Assembly Treasurer), Spencer Allen (new Staff Senate President)

1. CALL TO ORDER.

Minnis Ridenour, Executive Vice President, called the meeting to order at 3:00 p.m.

2. APPROVAL OF MINUTES OF THE MAY 1, 1996 MEETING.

The minutes of the May 1, 1996 meeting were reviewed and approved as distributed.

3. CONTINUATION OF BASELINE BUDGET DISCUSSION.

Dwight Shelton, Director of Budget and Financial Planning, distributed a revised draft of the FY 1996-97 New Funding Requirements and Available Resources for the University Division - 208. The council reviewed the portions discussed at the May 1, 1996 meeting; these included items labeled designated allocations. Further discussions were conducted for the remaining budget items.

Undergraduate Unfunded Scholarships

Dwight Shelton explained the purpose of the undergraduate unfunded scholarships is to keep student enrollment stable. Out-of-state recipients are awarded a \$2,000 tuition scholarship yearly. Thomas Sherman, Professor of Teaching and Learning, questioned whether the awards were based on merit or need. Minnis Ridenour reported that because of state regulations, these scholarships are based on need. Private funds are used to assist merit students who do not qualify for need-based scholarships.

Undergraduate Intervention Program

Dwight Shelton reported that due to the new academic eligibility policy passed by the University Council, which raises the GPA for academic eligibility, an intervention program must be developed to help at-risk students. Minnis Ridenour stated that Peggy Meszaros, Senior Vice President and Provost, will be establishing a committee to develop this program. Dixon Hanna, Associate Provost, reported that the program will seek to strengthen academic advising across the university.

Computing Resources and Information Systems

Minnis Ridenour discussed the status of the university's mainframe which is in need of an overhaul due to its age. The \$2 million allotted in the budget draft will enable the university to make necessary improvements and extend the mainframe's maintenance until a transfer can be made to a new

system in about five years. A draft budget for the new computing environment is being completed and will be reviewed at a later date.

Human Resources Positions Funded by Agency 229

Dwight Shelton reported that in the College of Human Resources' self-study, some Agency 229 funds were being used to cover 208 positions. Dixon Hanna and Lauren Martinson, Assistant to the Executive Vice President, are currently completing a university-wide study to determine if this occurred in other areas so that corrections may be made.

Instructional Costs for New Freshmen

The funds allotted for new freshmen instructional costs is necessary to cover increased enrollment expenses. These include graduate assistance positions, including lab assistants and technicians. The primary recipient will be the College of Arts and Sciences since the majority of new students enroll in introductory classes within this college. Dick Zody, Professor of Urban Affairs and Planning, questioned whether these funds will be used for remediation. Dixon Hanna and Dwight Shelton reported these funds are not for remediation, but course-related instructional costs.

Reallocation Pools

Dwight Shelton stated that off-campus research facilities support has been eliminated from overhead accounts in recent years. Funds are necessary to maintain the facilities.

The extended-campus tuition revenue initiative is designed to increase off-campus graduate enrollment through development of new courses. While enrollment increases have occurred within these new programs, the new initiatives are drawing funds away from previously existing programs. Funding support for the existing programs is necessary to protect from a budget short-fall.

One-Time Requirements

Dwight Shelton reported on several projects that would involve one-time funding. The Center for European Studies and Architecture has an outstanding bill for faculty apartment rentals.

The facilities relocation from Burruss Hall is a direct result from the Perry Commission Report's recommendations which included expansions for admission and student financial aid. These funds would be used to move some departments to permanent spaces within the university.

Budget Summary and Council Questions

Minnis Ridenour reviewed the baseline budget totals, both new external funding requirements and internal sources of funding. The internal budget, providing more definite state appropriations, will be ready in June. Some items will require further discussion.

Minnis Ridenour discussed areas that are beginning to show a profit or have the potential to do so in the near future. These include the Corporate Research Center, Hotel Roanoke Conference Center, and Virginia Tech Intellectual Properties, Inc.

The council inquired about possible sources of necessary funding and the designation of gifts received from the Capital Campaign. Minnis Ridenour explained that the university's Capital Campaign will provide funding for professorships, equipment, and new facilities, but will provide little assistance for the general operating budget.

Wyatt Sasser, Director of Custodial Services, suggested that when making

budget decisions, students and student services should be the top priority.

Further discussions will be discussed at the next meeting, June 26, 1996.

There being no further business, the meeting adjourned at 5:00 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

June 26, 1996

President's Board Room

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

PRESENT: Rosemary Blieszner, David Conn, Larry Freeman, Dixon Hanna, Kriton Hatzios, Ernest Houck, Lauren Martinson, Peggy Meszaros, Paul Metz, Raynel Otero, Timothy Pratt, Minnis Ridenour, Dwight Shelton, Richard Zody

ABSENT: Neal Castagnoli, Shawn Handley, Beth Hanson, Louis Helfrich, Scott Hurst, Pat Hyer, Gary Larrowe, Wyatt Sasser, Michael Schroder

GUESTS/VISITORS: Martha McCollum (GSA Treasurer), Spencer Allen (Staff Senate President), John Cosgriff (for Beth Hanson)

1. CALL TO ORDER.

Peggy Meszaros, Senior Vice President and Provost, called the meeting to order at 3:00 p.m.

2. REVIEW AND APPROVAL OF THE MAY 22, 1996 MINUTES.

The minutes of the May 22, 1996 meeting were reviewed and approved as distributed.

3. SELECTIVE AND DIFFERENTIAL RESOURCE ALLOCATION PROCESS.

A report regarding the status of program reviews and their relationship to the selective and differential resource allocations was requested by Timothy Pratt, Professor of Electrical Engineering.

Program Review Status

Peggy Meszaros reported that all areas reporting to the Provost had completed their program reviews May 31, 1996. The Provost's office has reviewed program reviews submitted by the colleges and will soon begin to review the other areas.

Meetings are scheduled with the deans and Provost in August. The Provost shared her concern that benchmarking data was not included in many program reviews. After the review process has been completed, examination of available moneys will take place. There will need to be a close relationship between program review and reallocations.

Minnis Ridenour, Executive Vice President, reported that areas reporting to his office will submit their program reviews by June 30. Program reviews for some areas have already been submitted. In his review process, Minnis will read the program reviews, meet individually with the program director, and then walk through the documents with his staff. He reiterated that resource requirements need to be related to the university's mission. The full review of university programs along with the University Plan directly relates to special initiatives and funding requirements. This may effect future requests to the legislature and Governor. Minnis stressed that program review should be driving the budget, not vice versa.

The Provost asked the council how they would like to review the documents. After a discussion, the council recommended receiving an executive summary for each program review and representatives for the colleges/departments will receive a copy of their area's entire review. A copy of all the program review documents will be made available as a reference tool.

The Provost also noted that other institutions are beginning to identify their criteria, however, Virginia Tech is much more advanced in developing

a program review process.

E & G Budget Status

Dwight Shelton, Director of Budget and Financial Planning, shared the status of the Education and General Budget. To date, the Planned Unassigned Base Budget Total is \$450,000. There are also some additional one-time funds available (estimated at \$835,000). The one-time available funds have come from several sources, one deals with the group life insurance payment. Due to the group life insurance reserve fund, we will not need to submit payment this year.

Equipment Trust Funds will be available. Dwight is waiting for further directions from the Department of Planning and Budget. The projected deadline is late September.

The status of the Satellite contract has not changed. Virginia Tech has paid what we feel is owed according to the contract. Earving Blythe, Vice President for Information Systems, is looking at other options. Minnis Ridenour suggested that Erv Blythe or Pat Jackson brief the council on the information systems status at a future meeting.

Dixon Hanna, Associate Provost, reported that summer school enrollments are up slightly on-campus, but down off-campus. The projection is summer school will break even this year. Alternative solutions to the summer school issue are still being formulated. One option is to offer courses over the INTERNET for students who must go home to work. Another option is to restructure the budget so departments would return money not used because of low enrollments or cancellation of a course. A survey is being developed and will be distributed this fall seeking to determine what courses students would like to take over the network.

4. PERFORMANCE INDICATORS.

Dixon Hanna reported on the core performance measures required by SCHEV. A committee is currently examining the core performance measures and making recommendations. Targets must be identified and submitted to SCHEV by August 15, 1996. The measures include: graduation and progression rates, transfer rates, percentage of graduates who are employed in program-related work, pursuing further study, or identify their program of study as having contributed significantly to their functioning as workers and citizens, dollars expended on instruction as a percent of total E&G expenditures, percent of management standards successfully met, classroom utilization, and faculty productivity.

Minnis Ridenour reported on the GPAC (General Professional Advising Council) meeting he attended earlier in the week. He shared the recommendations presented to SCHEV and endorsed by the college presidents. Minnis also emphasized the need to benchmark ourselves with national peer schools, not schools within the state.

Richard Zody, Professor of Urban Affairs and Planning, stressed the need to have a mechanism for good measures. Currently, faculty are teaching students with fewer resources. Minnis Ridenour discussed his concern regarding the number of vacant faculty positions. These could be viewed as unnecessary and therefore eliminated by the state.

Dwight Shelton provided the council with a revised list of Agency 229 performance measures. The state will issue a catalog of indicators for all institutions next week.

There being no further business, the meeting adjourned at 4:52 p.m.