

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

August 13, 1998
3:00-5:00 p.m.
President's Board Room

PRESENT: Lauren Coble, David Conn, Dan Eversole, Larry Freeman,
Dixon Hanna, Frederick Kamke, Vera Kidd, Ben Poe, Minnis Ridenour, Verna
Schuetz, Mike Vorster, Virginia Young

ABSENT: Angela DiDomenico, David Ford, Scott Hurst, Pat Hyer, James Lang,
Peggy Meszaros, Michael O'Brien, Kerry Redican, Dwight Shelton, Henry
Snodgrass, Lisa Wilkes

GUESTS: Gail Patterson

1. CALL TO ORDER

Minnis Ridenour, Executive Vice President, called the meeting to order.
Since this was the first meeting for the academic year, he asked everyone
to introduce themselves and state what area or college they represent.

2. REVIEW AND APPROVAL OF JUNE 11, 1998 MINUTES

Minnis Ridenour noted that the June 11, 1998, minutes had been distributed
electronically and asked if there were any changes to the minutes. There
being none, the minutes were approved as written and distributed.

3. UNIFIED AMENDMENT

Minnis Ridenour briefed the Council on the 1999 proposed Unified Amendment.
The Unified Amendment is sponsored by all state-funded institutions of
higher education in Virginia through the Council of Presidents and the
Virginia Business-Higher Education Council. This year's amendment responds
to the need to support technology and enrollment growth across higher
education. Institution-specific amendments will also be included. The total
proposed amendment is \$198.6 million, of which \$38 million is Virginia
Tech's share. The Unified Amendment does not include a recommendation of
funding for salaries.

4. BUDGET REQUEST FROM GOVERNOR

Minnis Ridenour presented a schedule entitled, "Potential Amendment Items
for 1999-2000 Budget Submission." President Torgersen would present
amendment items to the Secretary of Education at a meeting to be held on
August 26, 1998. Operating amendments include health and safety mandates,
critical needs to support undergraduate enrollments, operating expenses,
expansion of academic programs in high technology areas, and further
funding for the Plan to Serve Virginia's Agriculture, Human, and Natural
Resources needs. Capital amendments include additional funding for the
Advance Communications and Information Technology Center and Dormitory
Sprinkler project, a technical adjustment to the planning funds for the
Agriculture and Forestry project, and general fund support for Shanks Hall
as a part of the upper quad conversion. The submission is due to the
Department of Planning and Budget by September 21, 1998.

5. DISCUSSION OF DRAFT RESPONSE TO THE RECOMMENDATIONS OF THE SACS REAFFIRMATION COMMITTEE

David Conn, Special Assistant to the Provost, noted that the university had received 13 recommendations from SACS, to which we now need to respond. The draft response was distributed electronically, and copies were distributed at the meeting as well. The university's reaffirmation will be announced at the December meeting of SACS. All progress reports and actions are to be completed within two years. Any comments can be sent to David Conn.

6. OTHER BUSINESS

Verna Schuetz, Associate Department Head of Computer Science, inquired about the possibility of receiving an overview of Virginia Tech Foundation accounts. Minnis Ridenour suggested that Charles Steger and Ray Smoot be asked to attend a future meeting and review the role of the Foundation in providing funding to the university. Minnis Ridenour noted that Virginia Tech has one of the lowest total costs to students in the Commonwealth. A comparison of tuition and fee rates and relative position across state institutions will be distributed for review at the next meeting.

Ernie Houck, Pamplin Professor of Management Science, asked about summer school enrollments. Dixon Hanna, Interim Vice Provost for Outreach, responded that most of the enrollment growth in summer school was based on cyberschool, web-based courses. There was about a four percent increase in enrollments overall.

There being no further business, the Council adjourned.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

October 8, 1998

3:00 - 5:00 p.m.

President's Board Room, 210 Burruss

PRESENT: Lauren Coble, Dan Eversole, David Ford, Dixon Hanna, Scott Hurst, Vera Kidd, James Lang, Dan Lough, Peggy Meszaros, Kerry Redican, Minnis Ridenour, Verna Schuetz, Dwight Shelton, Lisa Wilkes

ABSENT: Larry Freeman, Pat Hyer, Frederick Kamke, Michael O'Brien, Ben Poe, Henry Snodgrass, Mike Vorster, Virginia Young

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 AUGUST 13, 1998, MINUTES

The Council reviewed the minutes from the August 13, 1998, meeting and suggested some minor changes. The minutes will be revised and sent out electronically for approval.

Lisa Wilkes, Assistant to the Executive Vice President, reviewed the process that will be used for approving minutes. Beginning this academic year, minutes will be approved electronically. Minutes should be reviewed when they are received electronically, and revisions only should be sent by email; lack of a response indicates an approval of the minutes. If revisions are necessary, a revised version of the minutes will be sent electronically before the next meeting.

3. UPDATE ON PLANNING ACTIVITIES

Peggy Meszaros discussed the planning update that will be presented at the November Board of Visitors meeting. She and Minnis Ridenour, Executive Vice President, will give a presentation to the Board that highlights the university's achievements in addressing the objectives outlined in the strategic goals, strategic directions, academic agenda, and cross-cutting initiatives. A summary of the presentation will be given at the next meeting of the Council.

4. STATUS REPORT ON 1999 HIGHER EDUCATION BUDGET REQUEST

Minnis Ridenour reported that the university is coordinating with other institutions across the Commonwealth to present a Higher Education Budget Request (formerly referred to as the Unified Amendment) during the 1999 Legislative Session. He will be making a presentation next week before the Virginia Business for Higher Education Council to present the Budget Request plan on behalf of all state institutions.

5. COMPARISON OF TUITION AND FEES

Minnis Ridenour provided handouts outlining the 1997-98 and 1998-99 tuition and fees at state schools. Virginia Tech is one of the most expensive institutions in terms of in-state tuition, but the overall cost is the lowest in the state due to the lower dorm and dining fees and comprehensive fees. For out-of-state students, the Code of Virginia requires the university to charge 100% of the instructional costs. The only differential for out-of-state students is tuition; all other fees are the same. In the biennial budget, the State agreed to the new technology fee; universities were given some flexibility as to how to use that fee. The central computer help desk received \$611,000, and the colleges received

\$191,000 (matched by the Office of the Senior Vice President and Provost) that can be used for software or lab support.

At a future meeting of the Council, Minnis Ridenour will give a comparison of tuition and fees with our peer groups and other land-grant institutions. Peggy Meszaros asked which states have a technology scholarship program similar to the one in the State of Maryland. Dwight Shelton will work with Institutional Research to conduct a study that will provide an overview of the programs offered by other states.

6. OTHER BUSINESS

Peggy Meszaros will distribute a copy of the Restructuring Report, now referred to as the Consolidated Report, for discussion at the next meeting of the Council.

Dwight Shelton will give an overview of the financial structure of the university at the next meeting in order to inform new members of the manner in which the university operates.

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

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

November 12, 1998
3:00 - 5:00 p.m.
President's Board Room, 210 Burruss

PRESENT: Lauren Coble, Dan Eversole, David Ford, Scott Hurst,
Frederick Kamke, Vera Kidd, James Lang, Ben Poe, Minnis Ridenour, Verna
Schuetz, Henry Snodgrass, Mike Vorster, Lisa Wilkes, Virginia Young

ABSENT: Angela DiDomenico, Larry Freeman, Dixon Hanna, Pat Hyer, Peggy
Meszaros, Michael O'Brien, Kerry Redican, Dwight Shelton,

1. CALL TO ORDER

Minnis Ridenour, Executive Vice President, called the meeting to order at
3:00 p.m. and asked if there were additional agenda items. There were none.

At a future Council meeting, Minnis Ridenour and Peggy Meszaros, Senior
Vice President and Provost, will share the presentation given to the Board
of Visitors in November on the Update to the University Plan and the
Academic Agenda. Minnis Ridenour stated that this Council should be focused
on both planning and budgeting.

2. REVIEW AND APPROVAL OF OCTOBER 8, 1998, MINUTES

Lisa Wilkes, Assistant to the Executive Vice President, noted that the
minutes from the October 8, 1998, meeting have been voted on and approved
electronically.

3. CONSOLIDATED REPORT

Laurie Coble, Director of Business and Administrative Services, distributed
a summary of the 1998 Consolidated Report. In addition to reporting on the
university's restructuring progress, the report also incorporates updates
on the university's planning and assessment activities. This is Virginia
Tech's fourth restructuring report. The initial report by the university
led to the state requiring reports from all institutions. The report is a
quality product with strong technological emphasis.

The report includes an introduction, highlights of planning and
restructuring activities, and progress reports. SCHEV has proposed a
resolution for acceptance of the restructuring report, and we anticipate
that the report will be accepted. The report is a public document,
accessible from the Virginia Tech web page.

Minnis Ridenour pointed out that this is an important document, and if it
is not accepted, it can hold up appropriations. For 1997-98, the
university's cumulative restructuring benefits totaled \$32.5 million.
Additional restructuring gains will be implemented during 1998-99, bringing
the cumulative total to \$36 million. Minnis Ridenour shared a case study,
"Virginia Tech: Tuition Policy, Funding, and Restructuring 1973-2000,"
prepared for the Blue Ribbon Commission on Higher Education. It covers
tuition history, general fund reductions, restructuring, and funding
changes. A copy will be sent to all Council members.

4. DISCUSSION OF UNIVERSITY FINANCIAL STRUCTURE AND ACCOUNTABILITY PROCESSES

The Council was given a packet of information on the university's financial
structure and accountability processes. Minnis Ridenour provided an

overview of the university's financial structure, showing the university's two agencies. Funds from the two agencies cannot be mixed-an appropriation transfer is necessary to move money from one agency to another. The university's financial reports are audited yearly by the Auditor of Public Accounts.

Minnis Ridenour also gave an overview of the related corporations. There are five principal corporations, with all others being subsidiaries. The Virginia Tech Foundation receives, manages and disburses funds on behalf of Virginia Tech. The majority of foundation funds are restricted and must be used in accordance with the provisions established by the donor.

Virginia Tech Services is the only organization authorized by the Board of Visitors to operate all vending and store operations, including books, supplies and computer sales and services. All surplus money has to be transferred to Virginia Tech, and proceeds can only be used for things that benefit the student body as a whole.

Minnis Ridenour also provided an overview of the university's financial statements and audit processes. In addition to the internal audit functions, the Auditor of Public Accounts issues a management letter annually and conducts a review of the athletic department's financial reports, in accordance with NCAA regulations.

5. OTHER BUSINESS

There being no further business, the meeting adjourned at 4:40 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

January 14, 1999

3:00-5:00 p.m.

President's Board Room, 210 Burruss

PRESENT: Lauren Coble, Dan Eversole, David Ford, Larry Freeman, Vera Kidd, James Lang, Spencer Allen (for Benjamin Poe), Kerry Redican, Verna Schuetz, Virginia Young

ABSENT: Angela DiDimenico, Dixon Hanna, Scott Hurst, Pat Hyer, Frederick Kamke, Peggy Meszaros, Michael O'Brien, Minnis Ridenour, Dwight Shelton, Henry Snodgrass, Mike Vorster, Lisa Wilkes

GUEST: Bea Mahan

1. CALL TO ORDER

David Ford, Vice Provost for Academic Affairs, called the meeting to order at 3:05 p.m. Dr. Ford noted for the Council that Co-Chairs Peggy Meszaros and Minnis Ridenour were in Richmond. No other agenda items were added for discussion.

2. REVIEW AND APPROVAL OF NOVEMBER 12, 1998, MINUTES

David Ford noted that the minutes from the November 12, 1998, meeting have been voted on and approved electronically.

3. DISCUSSION OF 1999 GOVERNOR'S BUDGET

David Ford introduced Bea Mahan, Associate Director of Budget Development and Financial Planning. Ms. Mahan gave a brief overview on the budget process and how the university's funding requests are reviewed by state agencies and make their way into the Governor's Executive Budget. Council was given a handout detailing the critical operating issues for 1999-2000, as well as a list of the university's budget amendments that will be presented in the 1999 legislative session.

Ms. Mahan stated that Virginia Tech's share of operating funds in this year's Unified Budget Amendment is \$18.0 million (statewide \$77.5 million); maintenance reserve share is \$7.8 million (statewide \$32.0 million); capital is \$4.4 million (statewide \$39.2 million); and student financial assistance is \$1.9 million (statewide \$13.9 million). Of important note in the Governor's Executive Budget is the 20 percent reduction in tuition, which amounts to approximately \$11.3 million for Virginia Tech. The reduction in tuition revenue will be offset by a general fund appropriation provided by the state.

Ms. Mahan noted that the university's 1999 budget amendments have no priorities attached to them for submission to the legislature. Dr. Ford clarified that these amendments go back to the university's original budget requests and reflect what was not included in the Governor's proposed budget. Ms. Mahan informed Council members that specific details of most of the amendments can be found in their copy of the "Amendment Exhibit for 1999," which each member has received.

Verna Schuetz asked if the mix of out-of-state/in-state students would be affected by the proposed tuition reduction. Ms. Mahan stated that the proposed reduction is available only for in-state undergraduates. Dr. Ford indicated that any effects may be seen in the application/decision process

to take more in-state versus out-of-state students, or academic programs.

In response to a question about the proposed salary increases for classified staff, Ms. Mahan stated that last year's budget included a 2.25 percent increase in the second year of the approved budget (2000). The Governor's proposed budget provides for a 2.25 percent increase on June 25, 1999, for long-term employees (three or more years) who have a performance rating of "meets expectations," and a 4.0 percent across-the-board increase on November 25, 1999, for those employees who are rated at least "meets expectations."

Ms. Mahan noted that Virginia Tech's share in the budget request for in-state student financial assistance is \$1.9 million. Approval of this request would bring Virginia Tech to 50 percent of its remaining need in student financial assistance, where presently we are at 40 percent.

Ms. Mahan informed Council members that 49.5 FTE positions were requested and are included in the Governor's proposed budget. These positions are mostly for teaching faculty and GTAs and, if approved, will not have funding attached. She noted that the request for these positions is included in the "Amendment Exhibit for 1999" (see page 219 of this document for justification and description).

Ms. Mahan advised Council members that they, along with other groups such as the vice presidents and college deans, would be a part of developing the university's 2000-2002 biennial budget; meetings should begin this spring. Dr. Ford reiterated that this is an opportunity for input by Council representatives and it lends continuity to the process.

Dr. Ford noted for the Council that updates on the legislative session are presented in Spectrum during the winter in articles written by Ralph Byers, Director of Governmental Relations.

4. OTHER BUSINESS

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

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

February 10, 1999

3:00-5:00 p.m.

President's Board Room, 210 Burruss

PRESENT: Lauren Coble, David Ford, Larry Freeman, Dixon Hanna, Frederick Kamke, James Lang, Peggy Meszaros, Michael O'Brien, Benjamin Poe, Kerry Redican, Minnis Ridenour, Verna Schuetz, Dwight Shelton, Lisa Wilkes, Virginia Young

ABSENT: Angela DiDimenico, Dan Eversole, Scott Hurst, Pat Hyer, Vera Kidd, Henry Snodgrass, Mike Vorster

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 JANUARY 14, 1999, MINUTES

Peggy Meszaros noted that the minutes from the January 14, 1999, meeting have been voted on and approved electronically and sent to University Council.

3. UPDATE ON LEGISLATIVE SESSION

Dwight Shelton, Associate Vice President for Budget, Financial Planning, and Analysis, distributed a summary of the General Assembly subcommittees submitted on Sunday, February 7. The summary outlines the funding recommendations of the House and Senate.

Both the House and Senate have recommended funding for the expansion of academic programs to address job vacancies in high-technology companies. In critical operating issues, many schools had similar requests; the Senate has included \$1.6 million for operating support to the university.

The Senate also recommended some funding for the following initiatives: unique military activities, serving underrepresented students in agriculture, tobacco research field trials, and arboretum and horticulture gardens (planning funds). The House recommended some funding for the restoration of Solitude and the National Geographic Alliance.

Additionally, both the House and Senate recommended funding for the Plan to Serve Virginia Agriculture, Human, and Natural Resources.

The current recommendation implements a 73/27 tuition plan, and the legislature is looking at a 25/75 tuition plan to be phased in over the next several years.

In capital projects, the Senate recommended funding projects totaling \$5.2 million.

Minnis Ridenour stated that this is the second year of the biennium, and the funding recommendations, if approved, would be added to the funding approved in last year's session. The General Assembly is also looking at language amendments. It supports continuation of the higher education group

to look at the higher education funding policy for next year.

An overview of the final actions of the General Assembly will be discussed at the next Council meeting.

4. UPDATE ON PLANNING

Peggy Meszaros gave an overview of a presentation given to the November Board of Visitors that focused on the accomplishments of planning. She stated that 1997-98 was a banner year for the university.

The Academic Agenda is the university's planning and implementation document, and the Update to the University Plan is the strategic document. Peggy Meszaros distributed the Academic Agenda Accomplishments, a document that highlights some of the 1997-98 academic achievements. The academic agenda drives the budget and consists of six elements: teaching and learning; research; outreach and economic development; information technology; internationalizing the curriculum; and strategic partnerships and collaborations. Colleges and units are engaged in carrying out the academic agenda, and each college uses this format in its annual report. (Copies of the reports are available from the Provost office.)

Peggy Meszaros reviewed the seven cross-cutting initiatives that were established. The areas established are biosciences and biotechnology; environmental sciences and energy systems, food, nutrition, and health; learning communities, materials sciences; and transportation. Additionally, Peggy Meszaros provided an overview of the accomplishments in each of these areas made during 1997-98. In addition to the accomplishments, Peggy Meszaros also discussed the gap analyses; these analyses will help provide direction as the university moves forward in each of the seven cross-cutting areas.

The academic initiatives for 1998-99 are: to review graduate education; develop and implement the alcohol awareness plan task force; review advising campus wide; and assess the computer requirement and other technology initiatives (e.g., Math Emporium).

The structure, format, plan and mechanism that have been developed will help the university become a model land-grant university of the 21st century.

5. OTHER BUSINESS

In a future meeting, the Council will review the full capital request for the six-year plan and look at the Integrated Space Plan and how it will be updated.

There being no further business, the meeting adjourned at 4:25 p.m.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

March 4, 1999

PRESENT: Shawn Breck, Lauren Coble, Dan Eversole, David Ford, Dixon Hanna, Scott Hurst, Vera Kidd, James Lang, Verna Schuetz, Dwight Shelton

ABSENT: Larry Freeman, Pat Hyer, Frederick Kamke, Peggy Meszaros, Michael O'Brien, Benjamin Poe, Kerry Redican, Minnis Ridenour, Henry Snodgrass, Mike Vorster Lisa Wilkes, Virginia Young

GUESTS: Galina Gurova, Jim Malone

1. CALL TO ORDER AND ANNOUNCEMENT OF APPROVAL OF MINUTES

Dwight Shelton, Associate Vice President for Budget, Financial Planning and Analysis, called the meeting to order and noted that the minutes for the February 10, 1999, meeting have been voted on and approved electronically and sent to University Council.

2. OVERVIEW OF THE SURVEY OF GRADUATES

Jim Malone, Director of Career Services, presented an overview of career services and discussed the survey of graduates. Every graduate is contacted in April before graduation. Parents look at this information when making a decision to send their sons and daughters here. The survey results are also discussed at orientation. Deans, department heads, and development officers use this information. The survey reports the top employers for any given discipline, how students in any given college have found jobs, principal employment locations, and the type of experience that contributed to students receiving job offers. The web site address for the Career Services Graduate Study is www.career.vt.edu/FOLLOWUP/96-97/AGR2.PDF.

3. FINAL ACTIONS OF THE GENERAL ASSEMBLY

Dwight Shelton reviewed the final actions of the General Assembly. About \$1 billion was available for appropriation statewide; however, only about half of that was base money. Many one-time uses for the other half were discussed. Governor Gilmore made a good case for the tuition rollback and not allocating more money to higher education until the Blue Ribbon Task Force report. The major actions of the General Assembly regarding higher education addressed:

- a) the 20 percent tuition rollback for in-state students;
- b) continuation of the tuition freeze for in-state students through 2002; and
- c) a funding policy change limiting the student's portion of the cost of education to 25 percent (which did not pass).

4. DEVELOPMENT OF THE STRATEGIC PLAN FOR THE 2000-2002 BIENNIAL BUDGET AND THE SIX-YEAR CAPITAL PLAN

Dwight Shelton reviewed the requirement to submit the Strategic Plan for the 2000-2002 biennial budget that is due in draft form to the Secretary of Education on April 16, 1999. The six-year capital plan, 2000-2006, is currently being updated as well. Dixon Hanna, Associate Provost for Academic Planning, Budgeting and Space, and Scott Hurst, University Architect, are visiting deans and others regarding the need for new facilities. The six-year plan is due to the state on May 17, 1999. Both of these plans will be presented to the Budget and Planning Council at their April 7 meeting for review.

There being no further business, the meeting was adjourned.

MINUTES

UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

April 7, 1999

PRESENT: Lauren Coble, Dan Eversole, Dixon Hanna, Scott Hurst, Frederick Kamke, Vera Kidd, James Lang, Peggy Meszaros, Benjamin Poe, Minnis Ridenour, Verna Schuetz, Dwight Shelton, Mike Vorster Lisa Wilkes, Virginia Young

ABSENT: Shawn Breck, David Ford, Larry Freeman, Pat Hyer, Michael O'Brien, Kerry Redican, Henry Snodgrass

1. CALL TO ORDER AND ANNOUNCEMENT OF APPROVAL OF MINUTES

Minnis Ridenour, Executive Vice President, called the meeting to order and noted that the minutes for the March 4, 1999, meeting have been voted on and approved electronically and sent to University Council.

2. OVERVIEW OF THE INTEGRATED SPACE PLAN

Scott Hurst, University Architect, provided an overview of the Integrated Space Plan. The plan, developed in 1991, focuses on meeting space needs through consolidation of academic departments, co-locating functions of related disciplines, and new construction. The strategies at that time were to convert the Upper Quad academic space, move the Corps of Cadets to the Eggleston Complex, and consolidate the physical science departments.

During the 1996-97 Review and Update of the Plan, the space needs and assumptions included in the 1991 plan were reviewed, serious space deficiencies were identified, and projects to be included in the 1998-2004 Capital Outlay Plan were suggested. It was determined that the Corps of Cadets as well as humanities and social science programs should stay in the Upper Quad, and education would be moved to Hillcrest.

Currently, planning and construction for the Upper Quad Conversion - Phase II is underway, planning for the Student Services Building is in process, and new residence halls are being constructed.

3. REVIEW OF 2000-2006 CAPITAL OUTLAY PLAN

Dwight Shelton, Associate Vice President for Budget, Financial Planning and Analysis, summarized and compared the 1998-2004 and 2000-06 capital outlay plans for the university division and extension. In April the plan will be presented to the Board of Visitors for review. On May 17 the plan, project titles and funding types will be submitted to the state for the six-year period.

The vice presidents and college deans have identified needs and changes in projects to be included in the capital outlay plan. Any critical new projects were added to the draft plan of existing and requested projects.

Dan Eversole, Associate Professor of Animal and Poultry Sciences, asked how the priorities are determined. Minnis Ridenour explained that one primary factor in determining the programmatic need is ranking. Peggy Meszaros, Senior Vice President and Provost, said that timing is as important as ranking in obtaining funding.

Mike Vorster, Professor of Civil and Environmental Engineering, requested an overview of the Campus Master Plan at a future meeting to discuss how

the Integrated Space Plan, the Capital Plan, and the Master Plan come together.

4. REVIEW OF STRATEGIC PLAN FOR 2000-2004

Dwight Shelton presented the draft strategic plan and explained the process used to develop the plan. The plan's objectives have no priority order and relate directly to the university's planning documents, including the Update to the University Plan 1996-2001, the Implementation Plan of the Academic Agenda, the Cross-Cutting Initiative Case Statements, and the Plan to Serve Virginia Agriculture, Human, and Natural Resources. On April 16 the draft plan will be submitted to the Secretary of Education, followed by a revised plan on May 1. Executive Management will meet with the Secretary of Education on May 20 to review the plan.

There being no further business, the meeting adjourned at 4:50 p.m.

MINUTES UNIVERSITY ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

May 6, 1999

PRESENT: Lauren Coble, David Ford, Larry Freeman, Frederick Kamke, James Lang, Peggy Meszaros, Benjamin Poe, Verna Schuetz, Lisa Wilkes, Virginia Young

ABSENT: Shawn Breck, Dan Eversole, Dixon Hanna, Scott Hurst, Pat Hyer, Vera Kidd, Michael O'Brien, Kerry Redican, Minnis Ridenour, Dwight Shelton, Henry Snodgrass, Mike Vorster

1. CALL TO ORDER

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

2. UPDATE ON CROSS-CUTTING INITIATIVES

Peggy Meszaros provided an update on the university's seven cross-cutting initiatives. The seven initiatives have been in place for two years. Committees were established for each initiative; in addition to faculty members, a representative from development, university relations, and the provost's office sits with each committee.

During the first year, the committee developed case statements. The second year involved conducting a gap analysis. In preparation for the 1999-2000 internal budget development, the Senior Vice President and Provost asked each committee to make resource recommendations, in priority order, that would outline the investments the university will need to make. In April, each committee chair and provost representative met to review the resource recommendations. These recommendations were also discussed with the deans and department heads. The Senior Vice President and Provost developed a list of items that could be achieved during 1999-2000. These will be reviewed with the President and the Executive Vice President; further discussions will involve inclusion of these items in the biennial budget submission.

Peggy Meszaros reviewed the recommendations and also highlighted several initiatives that are in the planning stages. Each initiative is moving forward and has its own set of needs. There is no prioritization among the initiatives themselves, and each is moving forward at a different level. Additional updates will be provided at future meetings.

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