

University Council Minutes
April 16, 2018
3:00 PM
1045 Pamplin Hall

Present: Tim Sands (presiding), Rosemary Blieszner, Cyril Clarke, Greg Daniel, Karen DePauw, Guru Ghosh, Thomas Thompson for Alan Grant, Theresa Mayer, Scott Midkiff, Robin Panneton for Sally Morton, April Myers, Mike Kutnak for Kelly Oaks, Kim O'Rourke, Robin Jones for Patty Perillo, Julie Farmer for Charles Phlegar, Menah Pratt-Clarke, Julia Ross, Savita Sharma for Dwight Shelton, Robert Sumichrast, Tyler Walters, Kim Akers for Lisa Wilkes, Kayla Smith for Sherwood Wilson, Paul Winistorfer, Richard Ashley, Janice Austin, Jan Helge Bøhn, Kevin Edgar, John Ferris, Deyu Hu, Virginia Pannabecker for Jen Irish, Lori Buchanan for Tammie Smith, Dean Stauffer, Qichao Wang for Monty Abbas, Diane Agud, Susan Anderson, Eric Kaufman, David Tegarden, Lynn Abbott, Matthew Gabriele, Tom Inzana, Sue Teel for Tracey Drowne, Teresa Lyons, Jeannie Layton-Dudding, John Massey, Adrienne Young for Glenda Scales, Christine Tysor, Alexandra Hyler, Andre Stevenson, Sam Felber, Mady Moore, Jeremy Smith for Rex Willis, Brett Netto, Seyi Olusina, & Hans Robinson

Absent: Richard Blythe, Michael Friedlander, Steve McKnight, Chris Saunders, Bryan Brown, Bob Hicok, Anita Puckett, Chris Lawrence, Mary Marchant (with notice), Yan Jiao, Christopher, Zobel, Judy Alford (with notice), LaTawnya Burleson (with notice), Brian Huddleston, Katrina Loan, Erin Poff, Annette Bailey, Ginai Seabron, Michele Waters, Adwoa Baah-Dwomoh, Savannah Nelson, & Robert Sebek (with notice)

Guests: Nancy Bodenhorn, D'Elia Chandler, Jack Finney, Rachel Gabriele, Rachel Holloway, Erin Lavender-Stott, Erin McCann, Mallory Miller, Marcy Schnitzer, Rick Sparks, Diane Zahm,

Dr. Sands called the meeting to order at 3:00 p.m. A quorum was present.

1. Adoption of Agenda

A motion was made and seconded to adopt the agenda. The motion carried.

2. Announcement of approval and posting of minutes of April 2, 2018

Dr. Sands noted that these minutes have been voted on electronically and can be publicly accessed on the Governance Information System on the Web (<http://www.governance.vt.edu>).

3. Old Business

Commission on Research

Resolution COR 2017-18A

Resolution to Clarify Faculty Handbook Language on Research Faculty Promotion Process

Dr. Ginny Pannabecker presented the resolution for second reading and made a motion to approve. The motion was seconded. Dr. Pannabecker indicated that two minor edits that were recommended at the April 2 University Council meeting have been made to the resolution for second reading. A vote was taken, and the motion passed.

Commission on Research

Resolution COR 2017-18B

Resolution to Clarify Faculty Handbook Language on Overload Compensation for Research Faculty Members Teaching Credit Classes

Dr. Ginny Pannabecker presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Research

Resolution COR 2017-18C

Resolution to Clarify Language in Faculty Handbook on Removal Processes for Research Faculty Members

Dr. Ginny Pannabecker presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18F

Resolution to Discontinue Bachelor of Science Degree in Environmental Policy and Planning

Dr. Dean Stauffer presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18G

Resolution to Approve New Major, Environmental Policy Planning, in Bachelor of Arts in Public and Urban Affairs

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18H

Resolution to Approve New Major, Smart and Sustainable Cities, in Bachelor of Arts in Public and Urban Affairs

Dr. Dean Stauffer presented these two resolutions for second reading and made a motion to approve both. The motion was seconded, and the motion passed.

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18I

Resolution to Approve New Major, Chip-Scale Integration, in Bachelor of Science in Computer Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-1J

Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Computer Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18K

Resolution to Approve New Major, Machine Learning, in Bachelor of Science in Computer Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18L

Resolution to Approve New Major, Networking & Cybersecurity, in Bachelor of Science in Computer Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18M

Resolution to Approve New Major, Software Systems, in Bachelor of Computer in Computer Engineering

Dr. Dean Stauffer presented these five resolutions for new majors in Computer Engineering for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18N

Resolution to Approve New Major, Communications & Networking, in Bachelor of Science in Electrical Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18O

Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Electrical Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18P

Resolution to Approve New Major, Energy & Power Electronics Systems, in Bachelor of Science in Electrical Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18Q

Resolution to Approve New Major, Micro/Nanosystems, in Bachelor of Science in Electrical Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18R

Resolution to Approve New Major, Photonics, in Bachelor of Science in Electrical Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18S

Resolution to Approve New Major, Radio Frequency & Microwave, in Bachelor of Science in Electrical Engineering

Commission on Undergraduate Studies and Policies

Resolution CUSP 2017-18T

Resolution to Approve New Major, Space Systems, in Bachelor of Science in Electrical Engineering

Dr. Dean Stauffer presented these seven resolutions for new majors in Electrical Engineering for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on University Support

Resolution CUS 2017-18A

Resolution to Rename, Update Charge, and Change Membership of the Computing and Communication Resource Committee

Dr. Richard Ashley presented the resolution for second reading and made a motion to approve. The motion was seconded. Dr. Ashley informed the members that the resolution has been revised from the last meeting by adding a fourth whereas statement naming the subcommittees as the initial subcommittees. This will allow the addition and removal of subcommittees as needed. The language naming the subcommittees was removed from the proposed charge in the “therefore be it resolved” statement. A vote was taken, and the motion passed.

Commission on University Support

Resolution CUS 2017-18B

Commission on Equal Opportunity and Diversity

Resolution CEOD 2017-18C

Joint Resolution to Update Membership of the Campus Development Committee

Dr. Richard Ashley presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

4. New Business

Commission on Equal Opportunity and Diversity

Resolution CEOD 2017-18A

Resolution to Modify Caucus Criteria for Representation on the Commission on Equal Opportunity and Diversity

Dr. Deyu Hu presented the resolution for first reading. This change in the caucus membership will allow for better representation from populations that are underrepresented and/or underserved and historically marginalized.

Commission on Equal Opportunity and Diversity

Resolution CEOD 2017-18B

Resolution to Modify the Membership of the Commission on Equal Opportunity and Diversity (CEOD)

Dr. Deyu Hu presented the resolution for first reading. Dr. Hu indicated that this is currently the largest commission with 36 members. This resolution will reduce the number of members to 25, which will help eliminate redundancy and allow the commission to be more efficient. There were many concerns voiced that with these changes there is not enough student representation since the caucuses represented on CEOD are faculty/staff caucuses. A question was raised regarding the rationale for eliminating the student representative from the Council of International Student Organizations (CISO). A suggestion was made to not eliminate the Graduate Student Assembly and Student Government Association representatives. Another suggestion was made to indicate that student representatives would hold the at-large positions. Dr. Hu indicated that all Commission on Equal Opportunity and Diversity meetings are open to the public and anyone can attend and make comment. Dr. Hu then indicated that the concerns mentioned would be taken back to the commission for discussion and possible revisions.

Commission on Graduate Studies and Policies

Resolution CGSP 2017-18A

Resolution to Incorporate an Inclusion and Diversity Education Component into Graduate Education

Dr. Kevin Edgar presented the resolution for first reading. It is important for graduate students at Virginia Tech to be exposed to concepts of inclusion and diversity and to have the opportunity to discuss what those concepts mean on this campus at the proper academic level. This resolution requires individual academic units to prepare educational programs in inclusion and diversity which would be part of a student's graduation requirements. There are examples of acceptable educational programs in the appendix of this resolution. There will be a soft rollout of this in 2019 with a few academic units.

Dr. Cyril Clarke raised a question as to whether this resolution is to include professional students. Dr. Karen DePauw indicated that the Commission on Graduate Studies and Policies (CGSP) does not have a representative from the DVM and MD programs on CGSP so the discussion of this resolution was focused on graduate students, not professional students. The commission will have to review the resolution again if the desire is to include DVM and MD students. Dr. Cyril Clarke indicated that there needs to be clarification as to if this is requirement for DVM and MD students. Dr. Clarke then indicated depending on how the DVM and MD students are addressed, there is an accreditation requirement for all new courses. Dr. Clarke then mentioned that clarification is needed if the soft rollout in 2019 is for new students only or if it includes existing students. A suggestion was made to allow all areas to be in compliance with this requirement within three years. It was then indicated that this requirement does not have to be a new course and may be incorporated in an already existing course.

Dr. Clarke mentioned that in November of 2016 the Board of Visitors passed a resolution that enabled pre-enrollment courses to be required prior to students being permitted to enroll in credit-bearing courses. CGSP may wish to consider whether a pre-enrollment course could achieve the objective.

Dr. Sands inquired about preparation of Graduate Student Teaching Assistants (GTAs) with respect to inclusive pedagogy. It was indicated that all GTAs must take the GTA workshop that includes some basic required information, and they are required to enroll in the Inclusive Pedagogy course and an Ethics course. This requirement is for those graduate students who will be teaching.

A concern was raised that this requirement will place an additional workload on the faculty.

The goal may be accomplished better and more efficiently if the Graduate School were to develop courses or seminars rather than requiring the individual departments or programs to do so.

Dr. Deyu Hu indicated that the Commission on Equal Opportunity and Diversity endorses this resolution.

Commission on Graduate Studies and Policies

Resolution CEOD 2017-18C

Resolution to Revise the Graduate Honor System Constitution

Dr. Kevin Edgar presented the resolution for first reading. A committee of faculty, graduate students, and administrators reviewed and revised the Graduate Honor System Constitution to address concerns regarding the appeals process and include more learner-centered language and penalties.

5. Announcement of Approval and Posting of Commission Minutes

These minutes have been voted on electronically and will be posted on the University web (<http://www.governance.vt.edu>). Note that the purpose of voting on Commission minutes is to accept them for filing. University Council By-laws require that policy items be brought forward in resolution form for University Council action.

- Commission on Administrative and Professional Faculty Affairs
March 14, 2018
- Commission on Faculty Affairs
March 16, 2018
- Commission on Graduate Studies and Policies
March 21, 2018
- Commission on Outreach and International Affairs
March 15, 2018
- Commission on Undergraduate Studies and Policies
March 26, 2018
- Commission on University Support
September 21, 2017
November 16, 2017
January 18, 2018
February 15, 2018

6. For Information Only

Minutes of the University Advisory Council on Strategic Budgeting and Planning
March 15, 2018

7. Presentation

Dr. Menah Pratt Clark, Vice President for Strategic Affairs and Vice Provost for Inclusion and Diversity, gave a presentation (attached) on the strategic planning process.

8. Announcements

- President Sands announced that in the General Assembly special session, Governor Northam reintroduced almost the exact same budget as Governor McAuliffe introduced last December. The House reintroduced almost the exact same budget as it had during the regular session. The Senate has not yet introduced a budget during the special session.
- President Sands announced that it is the 11th Anniversary of April 16, 2007, and asked for a moment of silence in remembrance of those lost that day.


9. Adjournment

There being no further business, a motion was made to adjourn the meeting 3:58 p.m.

Strategic Planning Process

Menah Pratt-Clarke
Vice President for Strategic Affairs

Strategic Planning Process Update
April 2018




VIRGINIA TECH.
Office for Strategic Affairs

Overview

- ❖ Beyond Boundaries Summary
- ❖ Strategic Planning Structure
- ❖ Common Foundation
- ❖ Strategic Framework Integration
- ❖ Proposed Mission, Vision, Core Values and Objectives
- ❖ Planning Process and Roadmap
- ❖ Next Steps
- ❖ Questions

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Office for Strategic Affairs /  **VIRGINIA TECH.**

What is Beyond Boundaries?



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

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Why is Beyond Boundaries Important to Virginia Tech?

Beyond Boundaries is the foundation for a vision that provides a framework for Virginia Tech to:

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

4

Guiding Components and Discovery Concepts of Beyond Boundaries

Campus of the Future

Determining future campus facility and infrastructure needs.

Global Land-Grant

Utilizing research and service to address complex global issues.

New Funding Models

Identifying new and diverse revenue sources for future growth.

Preparing Students

Creating innovative approaches to teaching and learning.

VT-Shaped Discovery

Purpose-driven engagement with a combination of disciplinary depth and interdisciplinary capacities.

Communities of Discovery

Advance organizational networks and engage the university in ideas that matter.

Nexus of Discovery

Living laboratory that projects Virginia Tech to the world and brings the world to Virginia Tech.

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Current Initiatives

Destination Areas and Strategic Growth Areas

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

InclusiveVT

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

Campus Master Plan

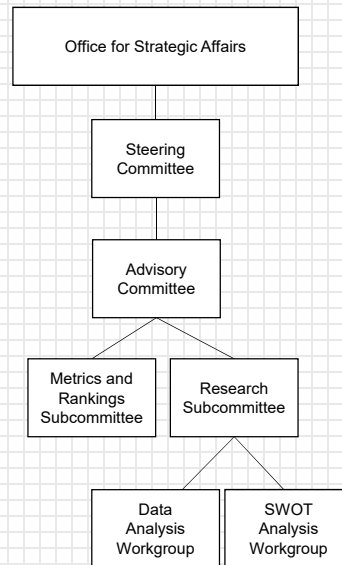
Buildings and facility component of the strategic plan that serves as a road map for the physical future of campus.

Partnership for Incentive-Based Budget (PIBB)

Tool for supporting the strategic vision of the university through an incentive-based college-level budget process.

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Strategic Planning Structure



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Leadership Team

Office for Strategic Affairs

Menah Pratt-Clarke
Vice President
for Strategic Affairs

Erin McCann
Director
for Strategic Planning

Patty Becksted
Assistant Director
for Strategic Planning

Agnes Porter
Program Administrator
for Strategic Affairs

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Leadership Team

Steering Committee

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

Sylvester Johnson
Assistant Vice
Provost for the
Humanities

Anne Khademian
Professor and
Director of the
School of Public and
International Affairs

Ronald Fricker
Professor and Head
of the Department of
Statistics

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

Mallory Miller
Project Manager,
Office of the Executive
Vice President and
Provost

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

Theresa Mayer
Vice President for
Research and
Innovation

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Advisory Committee

Catherine Amelink
Assistant Vice Provost for
Learning Systems
Innovation and
Effectiveness

Kwame Harrison
Associate Professor of
Sociology

Chelsea Corkins
Graduate Assistant,
College of Agriculture
and Life Sciences

Tom Crawford
Professor and Chair of
the Department of
Geography

Jennifer Case
Professor and Head of
the Department of
Engineering Education

Jeff Earley
Associate Vice
Provost for Finance

Ronald Fricker
Professor and Head
of the Department of
Statistics

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

Laura Hungerford
Professor and Head of
the Department of
Population Health
Sciences

Benjamin Jantzen
Assistant Professor
of Philosophy

David Guerin
Associate Vice
Provost for
Communications

Steve Holbrook
Professor and Head of
the Department of
Geosciences

Anne Khademian
Presidential Fellow

Sylvester Johnson
Assistant Vice
Provost for the
Humanities

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

James Harder
Project Research
Specialist

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Advisory Committee

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

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

Marcy Schnitzer
Assistant Provost for
Diversity and
Strategic Planning

Lisa Wilkes
Interim Vice
President for Human
Resources

Savita Sharma
Chief of Staff to the
Vice President for
Finance

Paige Talley
Student, College of
Liberal Arts and Human
Sciences

Angela Simmons
Assistant Vice
President for
Student Affairs

Nick Stone
Director of Operations
for the National Capital
Region

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

Brandon Lambert
Student, Pamplin
College of Business

**Mercedes Ramirez
Fernandez**
Associate Vice Provost
for Strategic Affairs and
Diversity

Tammie Smith
Business Operations
Specialist

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

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

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Subcommittees

Metrics and Rankings

Lauren Bulka
Associate Director of
Strategic Initiatives,
National Capital Region
Operations

Ronald Fricker
Professor and Head of the
Department of Statistics

Luisa Havens Gerardo
Vice Provost, Enrollment
Management

Jeff Earley
Associate Vice Provost
for Finance

Marcy Schnitzer
Assistant Provost for
Diversity and Strategic
Planning

Mallory Miller
Project Manager, Office
of the Executive Vice
President and Provost

James Harder
Project Research
Specialist

John Provo
Director of the Office
of Economic
Development

Savita Sharma
Chief of Staff to the
Vice President for
Finance

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

Sylvester Johnson
Assistant Vice
Provost for the
Humanities

Vijay Singal
J. Gray Ferguson
Professor of Finance

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Subcommittees

Research

Ronald Fricker
Professor and Head of the
Department of Statistics

Chris Barrett
Professor and Director,
Biocomplexity Institute

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

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

Theresa Mayer
Vice President for
Research and Innovation

Steve Holbrook
Professor and Head of
the Department of
Geosciences

Tom Dingus
Director, Virginia Tech
Transportation
Institute

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

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

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

Cassandra Hockman
Communications
Coordinator, Fralin
(Administrative Support)

Sanjay Raman
Associate Vice President,
Virginia Tech Research
Center

Catherine Amelink
Assistant Vice Provost for
Learning Systems
Innovation and
Effectiveness

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

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

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Creating a Common Committee Foundation

- Review Beyond Boundaries
- Examine Current Strategic Plan
- Analyze Prior Strategic Plans
- Explore Academic and Administrative Units

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Creating a Common Committee Foundation: Retreat 1, January 10, 2018

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

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Creating a Common Committee Foundation: Retreat 2, January 26, 2018

- Corp of Cadets (Randy Fullhart)
- Human Resources (Lisa Wilkes)
- Information Technology (Scott Midkiff)
- Learning Systems and Destination Areas (Don Taylor)
- Library Services (Tyler Walters)
- University Relations (Tracy Vosburgh)
- Faculty Affairs (Jack Finney)
- Advancement (Charles Phlegar)
- Government Relations (Chris Yianilos)

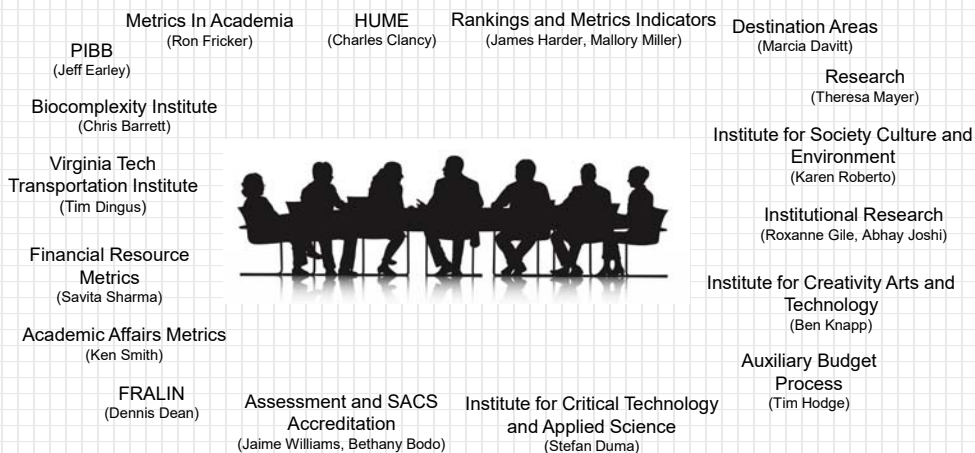
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Creating a Common Committee Foundation: Retreat 3, February 9, 2018

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

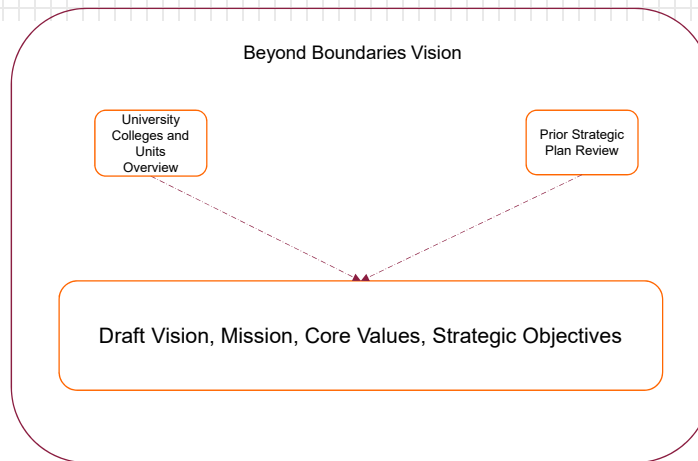
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Committee Presentations and Discussions



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Strategic Framework Development Process Fall 2017-Spring 2018



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Draft Vision

An inspirational and aspirational statement of what we want to become



We will be the global leader for transformative change in the spirit of *Ut Prosim* (That I May Serve).

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Draft Mission

How the vision will be achieved



As a public land grant university,
we enhance personal development;
foster economic growth and sustainability;
promote diverse and inclusive communities;
advance the human condition;
and improve the quality of life through
knowledge, discovery, innovation, and creativity.

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Draft Strategic Objectives

The key principles that support the vision and mission

Global Land-Grant

Engage in integrated approaches to discovery, learning, and engagement – regionally, nationally, and globally.

Economic Development

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

Research and Discovery

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

Student Success

Prepare students, through innovative teaching and learning, to be empathetic, creative, informed, and engaged citizens.

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Draft Strategic Objectives

The key principles that support the vision and mission

Inclusion, Diversity, and Excellence

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

Financial Sustainability

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

Campus of the Future

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

Continuous Planning

Integrate continuous planning, evaluation, and assessment to ensure the organizational capacity for agile, flexible, and data-informed decisions.

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Draft Core Values

The foundation for the vision, mission, and strategic objectives

Collaboration and Integration.

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

Diverse and Inclusive Communities.

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

Access and Affordability.

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

Mutual Respect and Open Expression.

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

Ethics and Integrity.

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

Reflection and Improvement.

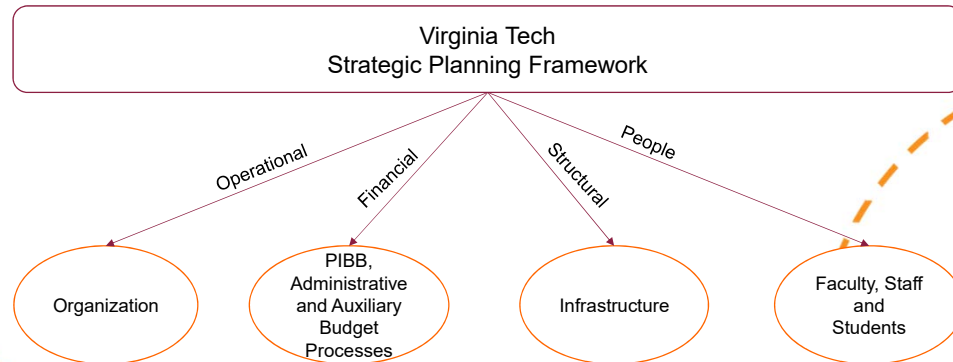
We value continuous evaluation and improvement to advance individual and institutional objectives.

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Strategic Plan Components



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Campus Engagement Activities

April and May 2018

Student Government Association Committee	Commission on Staff Policies and Affairs
Department Heads Council Executive Committee	Commission on Outreach and International Affairs
Faculty Senate	Commission on Equal Opportunity and Diversity
Commission on Administrative and Professional Faculty	Commission on Undergraduate Studies and Policies
Commission on Research	Commission on Graduate Studies and Policies
Commission on Student Affairs	Staff Senate
Commission on Faculty Affairs	Commission on University Support
University Council	Graduate Student Assembly
President's Leadership Council	Council of Deans
Northern Capital Region Senior Management Team	

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The Big Picture: Developing the Process and Framework



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- **Information gathering and collaboration.**
 - January – April 2018 Retreats, committee meetings, collaboration with university units.
- **Develop mission, vision, core values and objectives.**
 - March 2018 – Draft mission, vision, core values and objectives, develop communication strategy, workgroups and university presentations to subcommittees.
- **Campus engagement and communication.**
 - April 2018 – Engage and inform campus of the strategic planning process.
- **Data analysis to formulate goals and metrics.**
 - May thru August 2018 – Formulate goals and metrics, research and review rankings, re-engage and inform campus.
- **Finalize the strategic framework.**
 - September 2018 - April 2019 – Finalize goals, metrics and the strategic framework.
- **Partnership for implementation.**
 - May 2019 – Present the strategic framework to the campus, partner with campus units for implementation.
- **Continuous Evaluation.**

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Questions



- **Feedback:**
- <http://www.beyondboundaries.vt.edu/strategicplanning.html>
- **Qualtrics Survey**

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