

CAPFA Minutes

Commission on Administrative and Professional Faculty Affairs

April 11, 2018 – 1:30pm – 2400 North End Center/WebEx

Present: Janice Austin (via Zoom), Maria Balota (via Zoom), Laurie Brogdon (via Zoom), Martin Daniel, Greg Fansler, Mallory Foutch, Joy Hottenstein, Monika Lawless, Margaret Radcliffe.

Absent: John Benner (with notice), David Clubb (with notice), Allen Campbell (with notice), Jeremy Daubert (with notice), Alan Grant, Debbie Greer, Amy Hogan (with notice), Lonnie Johnson, Kim Linkous, Pratek Mishra, Karen Munden, Cayce Myers, Laura Neff-Henderson, Mary Norris (with notice), Vicky Ratcliffe, Sue Teel.

Guests: Curtis Mabry, Erin McCann.

Monika Lawless called the meeting to order at 1:30pm. A quorum was present.

Note of Approval of Minutes from March 14, 2018 done electronically

Ms. Lawless reported the minutes were sent out for review and were approved electronically. They have since been forwarded to the University Council.

Old Business

Ms. Lawless mentioned the fourth grievance this year was received and the grievability panel completed.

New Business

A presentation was made by Erin McCann, Director of Strategic Planning. A copy of the presentation will be distributed to members along with the meeting minutes. Questions or feedback should be directed to Ms. McCann.

Ms. Lawless noted that AY 2018-2019 CAPFA representative elections will be held April 16th-27th. A notice will be placed in VT News four times during those two weeks. All current members are encouraged to vote.

Next item of discussion were commission representative reports. No reports were made from other commissions.

The meeting concluded with an announcement of the next meeting to be held on May 9, 2018 at 1:30 PM.



Strategic Planning Process

Menah Pratt-Clarke
Vice President for Strategic Affairs

Strategic Planning Process Update
April 2018



Overview

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

What is Beyond Boundaries?



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

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

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.

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.

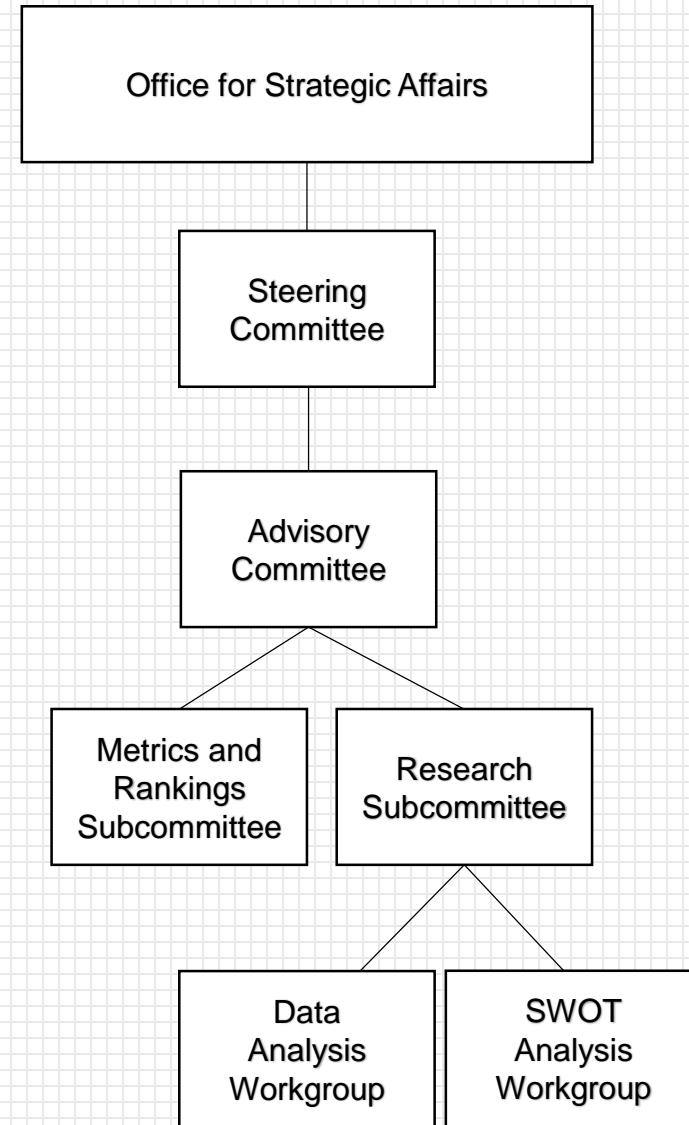
Campus Master Plan

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.

Strategic Planning Structure



Leadership Team

Office for Strategic Affairs

Menah Pratt-Clarke
Vice President
for Strategic Affairs

Erin McCann
Director
for Strategic Planning

Patty Becksted
Assistant Director
for Strategic Planning

Agnes Porter
Program Administrator
for Strategic Affairs

Leadership Team

Steering Committee

Matthew Holt

Professor and Head of
Department of
Agricultural and
Applied Economics

Anne Khademian

Professor and
Director of the
School of Public and
International Affairs

Lara Khansa

Associate Dean for
Undergraduate
Programs, Pamplin
College of Business

Benjamin Knapp

Director of the
Institute for
Creativity, Arts, and
Technology

Sylvester Johnson

Assistant Vice
Provost for the
Humanities

Ronald Fricker

Professor and Head
of the Department of
Statistics

Mallory Miller

Project Manager,
Office of the Executive
Vice President and
Provost

Theresa Mayer

Vice President for
Research and
Innovation

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

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

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

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

Creating a Common Committee Foundation

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

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

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

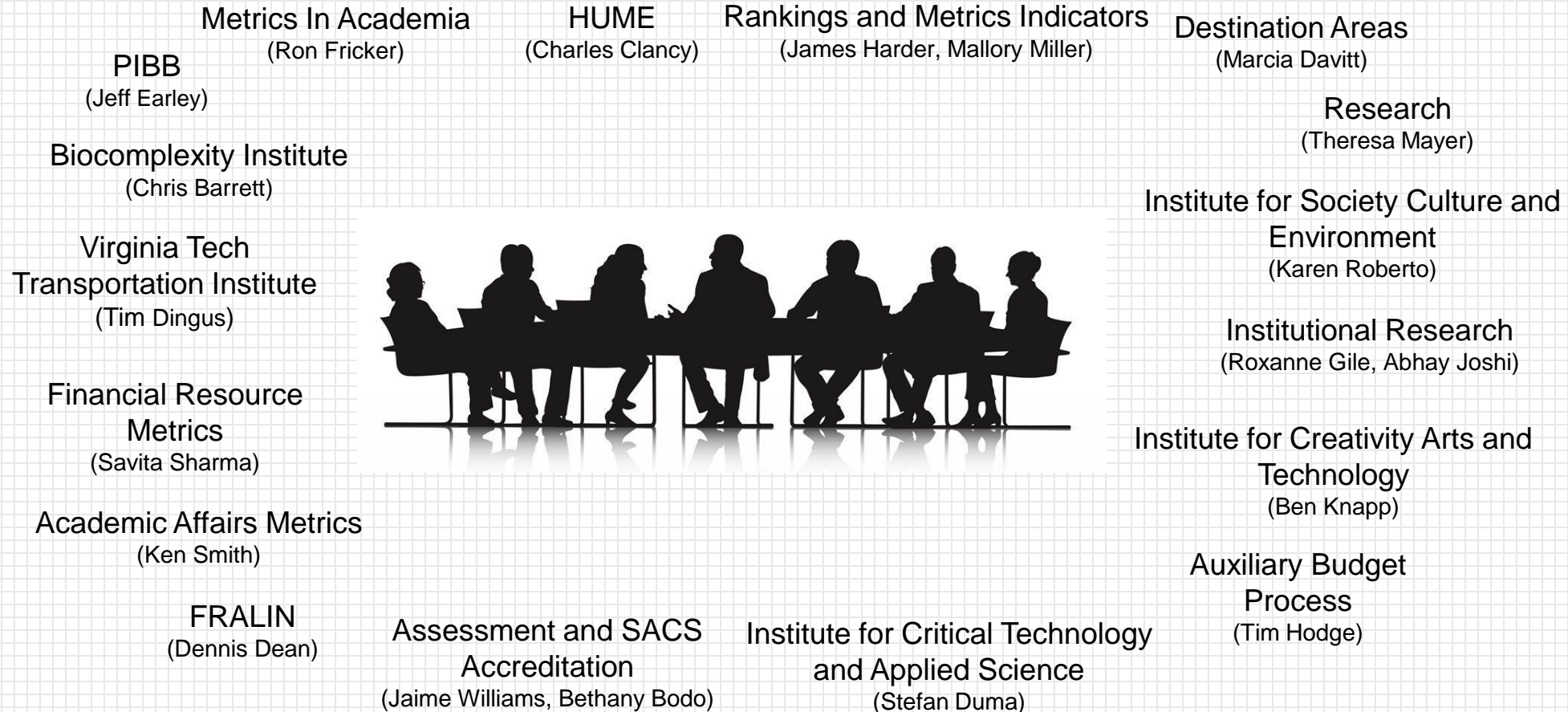
Creating a Common Committee Foundation: Retreat 2, January 26, 2018

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

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

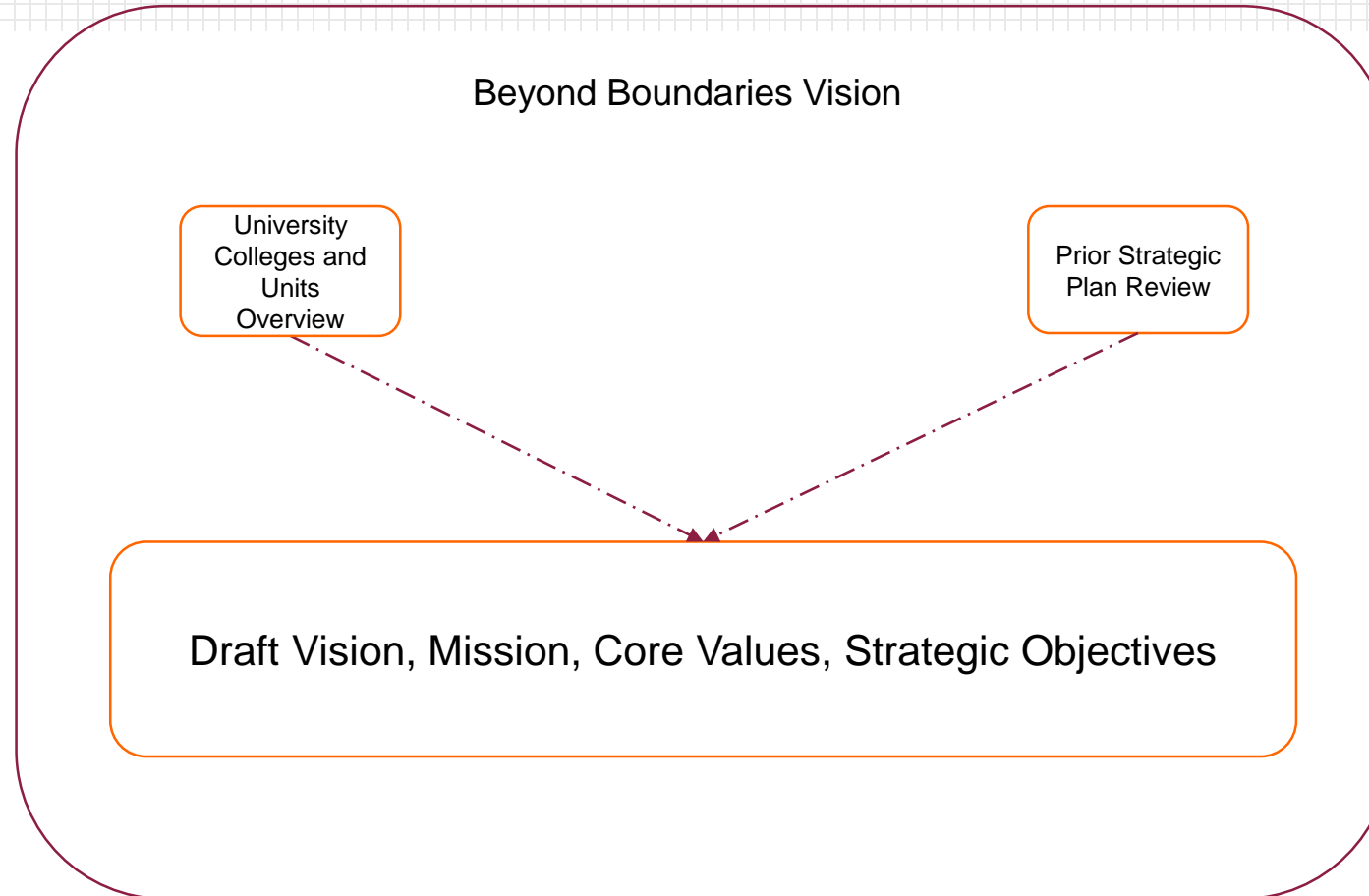
- Dean of Science (Sally Morton)
- Dean of Engineering (Julie Ross)
- Associate Dean of Business (Kevin Carlson)
- Athletics (Whit Babcock)
- Enrollment (Luisa Havens)
- Virginia Cooperative Extension (Cathy Sutphin)
- Dean of College of Liberal Arts and Human Sciences (Rosemary Blieszner)
- Dean of 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)

Committee Presentations and Discussions



Strategic Framework Development Process

Fall 2017-Spring 2018



Draft Vision

*An inspirational and aspirational statement of
what we want to become*



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

Draft Mission

How the vision will be achieved



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

Draft Strategic Objectives

The key principles that support the vision and mission

Global Land-Grant

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

Economic Development

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

Research and Discovery

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

Student Success

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

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.

Draft Core Values

The foundation for the vision, mission, and strategic objectives

Collaboration and Integration.

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

Diverse and Inclusive Communities.

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

Access and Affordability.

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

Mutual Respect and Open Expression.

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

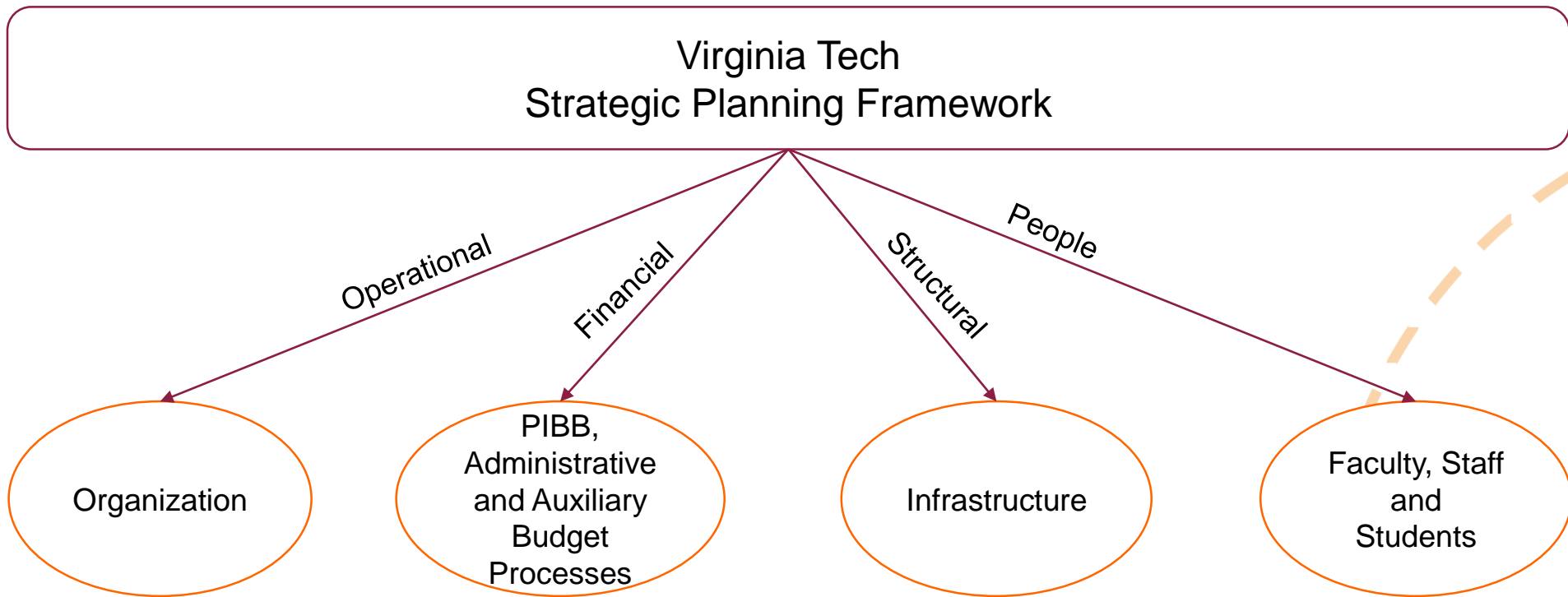
Ethics and Integrity.

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

Reflection and Improvement.

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

Strategic Plan Components



Campus Engagement Activities

April and May 2018

Student Government Association Committee

Department Heads Council Executive Committee

Faculty Senate

Commission on Administrative and Professional
Faculty

Commission on Research

Commission on Student Affairs

Commission on Faculty Affairs

University Council

President's Leadership Council

Northern Capital Region Senior Management Team

Commission on Staff Policies and Affairs

Commission on Outreach and International Affairs

Commission on Equal Opportunity and Diversity

Commission on Undergraduate Studies and
Policies

Commission on Graduate Studies and Policies

Staff Senate

Commission on University Support

Graduate Student Assembly

Council of Deans

The Big Picture:

Developing the Process and Framework



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

Questions



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