

COMMISSION ON OUTREACH AND INTERNATIONAL AFFAIRS

Minutes

April 19, 2018; 3:30-4:30 p.m.

Gateway Center; 902 Prices Fork Road; Suite 120

Attendance: Bonnie Alberts, Jan Helge Bøhn, Urs Buehlmann, Dave Close, Svetlana Filiatreau, Samantha Fried, Guru Ghosh, Ian Leuschner, Shelley Martin, Karen Munden (via phone), Valerie Ragan, Heinrich Schnoedt, Brett Shadle, Susan Short, Patty Becksted (guest), Erin McCann (guest), Mallory Miller (guest)

Absent: Andrea Brunais, Greg Daniel, Ed Jones, Roberto Leon, Djordje Minic, Kang Xia

1. **Welcome and Introductions**

Jan Helge Bøhn welcomed the group; self-introductions were made.

2. **Agenda Approval**

Jan Helge made the call for a motion to approve the agenda; there were no modifications and all were in favor and the agenda was approved.

3. **Call for Announcements**

Jan Helge made the call for announcements. No announcements were made.

4. **Announcement of Approval of Minutes, March 15, 2018**

Jan Helge announced that the minutes from the March 15, 2018 meeting have been approved electronically and forwarded to the University Council and to the University Governance website: <http://www.governance.vt.edu/outreach-and-international-affairs.php>.

5. **Strategic Planning Process Update**

Erin McCann, Director of Strategic Planning, from the Vice President for Strategic Affairs Office, presented and introduced her colleagues, Patty Becksted and Mallory Miller (**see attached**). A handout was also distributed (**see attached**); there is a link on their website. A survey and Town Hall meetings will take place next week; they are currently gathering feedback from the various units on campus.

Discussion included Global and Engagement (Service) being a part of the mission and to be included in the strategic plans. The mission conveyed is Learning, Discovery and Engagement. As a global land-grant University, there were a lot of portions of the plans that were missing these concepts.

Erin thanked the group for all the feedback and was going to take the information back to the committee for further review.

6. **Chairman's Report**

Jan Helge discussed the University Council meetings. The March 19, 2018 meeting was cancelled, and the April 2 and 16 meeting minutes are on-line. Minutes may be found at: <http://www.governance.vt.edu/>.

There was not an Engagement Leadership Council meeting since the commission last met; therefore, there was nothing to report.

7. **Global Education Office (GEO) and Scholarships**

Brett Shadle spoke on the issue that there are not any scholarships for the upcoming year for GEO. In the past the Virginia Tech Language and Culture Institute (LCI) had provided scholarships; however it was explained that it is not in the LCI budget for this year. Brett indicated that there was an on-going issue with engaging administration to put money behind scholarships. With the new Partnership for an Incentive Based Budget (PIBB), there isn't much assistance for help. The question

was how can these issues be raised to administration. The understanding was to charge advancement with the task to back Study Abroad; but if 40% of students is the target for Study Abroad, the backing is not built into the scorecard metrics.

8. First Reading-Alumni Awards for Outreach Excellence Language Update

Discussion included updating the language of the Alumni Awards for Outreach Excellence. Those that do not plan to be present at the next meeting will be asked to cast their votes electronically. Other members attending can vote at the May 10, 2018 meeting.

9. Subcommittee on International Alumni Relations and Advancement

Svetlana Filiatreau indicated she had to leave early, but sent a summary of her report:

“The COIA International Alumni and Advancement Subcommittee met three times – March 9, 23, and April 17. To date, the subcommittee has identified a number of categories of international students, alumni, and broader global “friends” affiliated with VT that should be considered in developing VT strategy for engagement with global alumni and friends. The subcommittee has focused on the largest category “international students/ alumni” and identified (1) the types of information needed by various internal stakeholders for their programming needs and (2) current data sources and stakeholders managing (and having access to) these data sources. Further, the subcommittee has begun identifying capabilities that need to be present in a broader “platform” that would allow for current multiple data sources to be cohesively integrated, while also being accessible for various programming needs of a number of internal stakeholders. Finally, the committee has completed the first draft of the 2-3 year work plan and expects to submit the final version to COIA for the May meeting.”

10. Reports

a. Virginia Cooperative Extension (VCE)

There were no reports.

b. University Committee on International Affairs (UCIA) Meeting

The March 26, 2018 meeting was cancelled. Minutes from UCIA may be found at:

<https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html>.

11. Commission Board Member Comments

There were no comments.

A motion to adjourn was made, seconded, all were in favor.

Respectfully submitted,

Kimberly Rhodes-Recording Secretary

TENTATIVE MEETING DATES FOR 2017-2018

(All meetings will be from **3:30-4:30 p.m.** and will take place at the Gateway Center-902 Prices Fork)

- May 10, 2018

TENTATIVE MEETING DATES FOR 2018-2019

- August 30, 2018 (3:00-3:30 p.m. Orientation New Members only)
- September 20
- October 18, 2018
- November 15, 2018
- December 13, 2018
- NO JANUARY MEETING
- February 21, 2019
- March 21, 2019
- April 18, 2019
- May 9, 2019

Strategic Planning Framework

The Strategic Planning Committees, including Virginia Tech faculty, staff, and students, have been working this spring on a strategic planning process to guide the institution's direction and goals and support the university's Beyond Boundaries vision. Through this process, an initial draft has been developed to help outline Virginia Tech's mission, vision, core values, and strategic objectives to ensure a sustainable Virginia Tech. We welcome your input on this draft document, and encourage you to share thoughts by visiting beyondboundaries.vt.edu/strategicplanning.html.

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 with a passion for addressing complex societal problems.
- **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 engagement 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.

Beyond Boundaries

What is Beyond Boundaries?

[Beyond Boundaries](#) is the foundation for a vision for Virginia Tech a generation into the future.

Why is it 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 in faculty, staff, and students.
- Expand breadth and depth of educational and experiential opportunities through inclusion and diversity.
- Address continued funding cuts and disinvestment at federal and state level.
- Make clear case for philanthropy and public/private partnerships.
- Become more operationally nimble and adaptable to industry changes and funding challenges.

President Sands' Challenge

Engage the Virginia Tech community in a visioning process to support two interrelated goals:

- Advance Virginia Tech as an internationally-recognized, global land-grant university.
- Strategically address the challenges and opportunities presented by the changing landscape of higher education.

Guiding Components of Beyond Boundaries ([Beyond Boundaries: A 2047 Vision](#))

Thematic Areas:

- **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.

Discovery Concepts:

- **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.

Initiatives:

- **Destination Areas and Strategic Growth Areas** – Advance 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 Process

Menah Pratt-Clarke
Vice President for Strategic Affairs

Strategic Planning Process Update
April 2018



Overview

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

What is Beyond Boundaries?



Why is Beyond Boundaries Important to Virginia Tech?

Beyond Boundaries is the foundation for a vision that

- Be **nationally/internationally recognized** for excellence
- **Compete for top talent** across faculty, staff, and students
- **Expand** the breadth and depth of educational and research programs and **and diversity**
- **Address** continued **funding cuts and disinvest**ment
- Make a clear case for **philanthropy** and **public-private partnerships**
- Become more **operationally nimble** and **adapt** to changing 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.

Current Initiatives

Destination Areas and Strategic Growth

Advances Beyond Boundaries by combining strengths with innovative transdisciplinary

InclusiveVT

Virginia Tech's institutional and individual (Serve) in the spirit of community, diversity

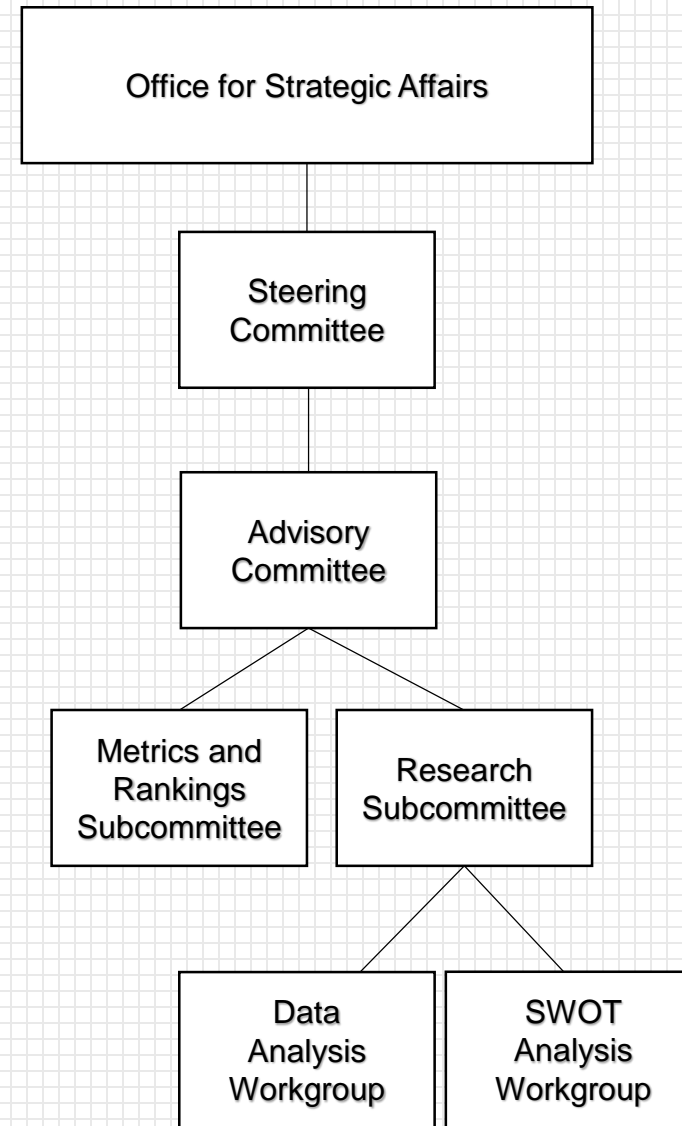
Campus Master Plan

Buildings and facility component of the plan for the physical future of campus.

Partnership for Incentive-Based Budgeting

Tool for supporting the strategic vision of a data-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
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Engineering Education

Jeff Earley

Associate Vice
Provost for Finance

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Statistics

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Programs, Pamplin
College of Business

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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
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Agricultural and
Applied Economics

James Harder

Project Research
Specialist

Advisory Committee

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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
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Resources

Savita Sharma

Chief of Staff to the
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Paige Talley

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Liberal Arts and Human
Sciences

Angela Simmons

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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**

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Diversity

Tammie Smith

Business Operations
Specialist

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Professor and
Program Coordinator,
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Matthew Holt

Professor and Head
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Agricultural and
Applied Economics

Subcommittees

Metrics and Rankings

Lauren Bulka

Associate Director of
Strategic Initiatives,
National Capital Region
Operations

Ronald Fricker

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Department of Statistics

Luisa Havens Gerardo

Vice Provost, Enrollment
Management

Jeff Earley

Associate Vice Provost
for Finance

Marcy Schnitzer

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Diversity and Strategic
Planning

Mallory Miller

Project Manager, Office
of the Executive Vice
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Specialist

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Vijay Singal

J. Gray Ferguson
Professor of Finance

Subcommittees

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Department of Statistics

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Professor and Director,
Biocomplexity Institute

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Environment

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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

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College of Business

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Technology

Loy Van Crowder

Executive Director of the
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Research, Education, and
Development

Cassandra Hockman

Communications
Coordinator, Fralin
(Administrative Support)

Sanjay Raman

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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

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Graduate School,
National Capital Region
and Director of the
Northern Virginia Center

Creating a Common Committee Foundation

aries

egic Plan

Plans

Administrative Units

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

ation Areas/Strategic Growth Areas (Rachel Holloway)

ucation Programs (Karen DePauw)

n Areas/Strategic Growth Areas (Theresa Mayer)

1 (Steve McKnight, Nick Stone)

(Mike Friedlander)

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

andy Fullhart)

(Lisa Wilkes)

ology (Scott Midkiff)

and Destination Areas (Don Taylor)

tyler Walters)

s (Tracy Vosburgh)

rk Finney)

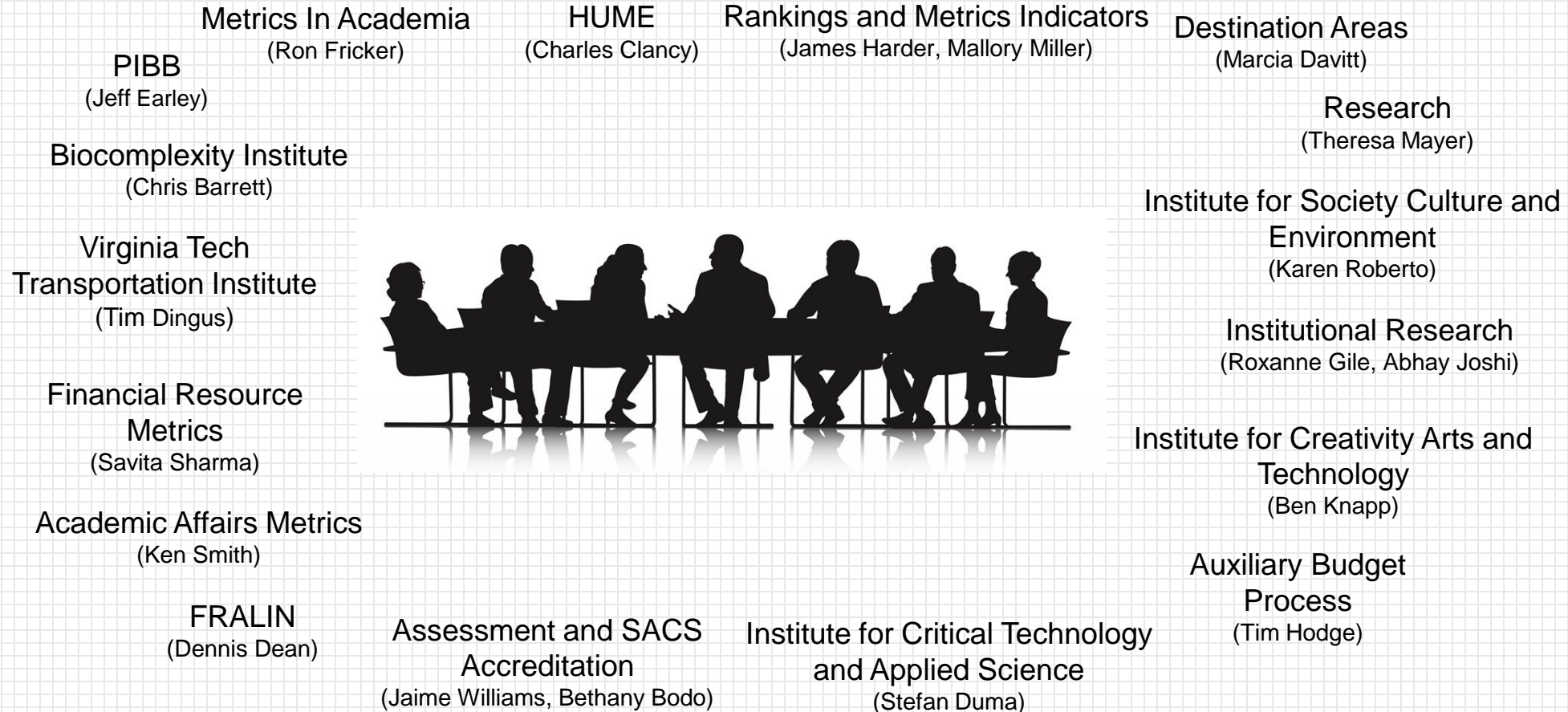
arles Phlegar)

ons (Chris Yianilos)

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

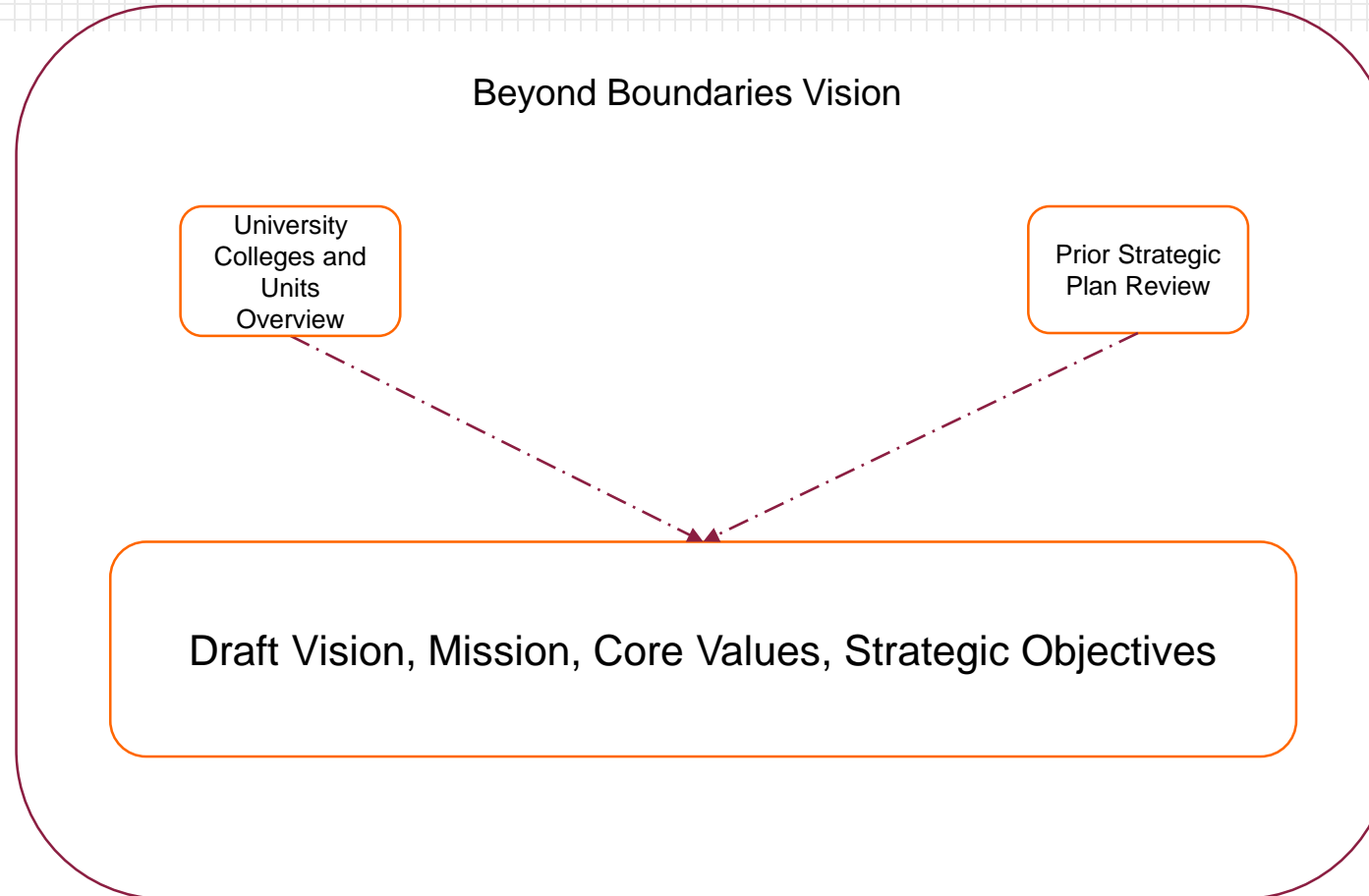
- Dean of College of Liberal Arts and Human Sciences (Rosemary Blieszner)
- Dean of Natural Resources (Paul Winistorfer)
- Dean of Architecture (Richard Blythe)
- Dean of Veterinary College (Gregory Daniel)
- Dean of Agriculture and Life Sciences (Alan Grant)
- VT Carilion School of Medicine (Dan Harrington)

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;
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and improve the quality of life through
knowledge, discovery, innovation, and creativity.

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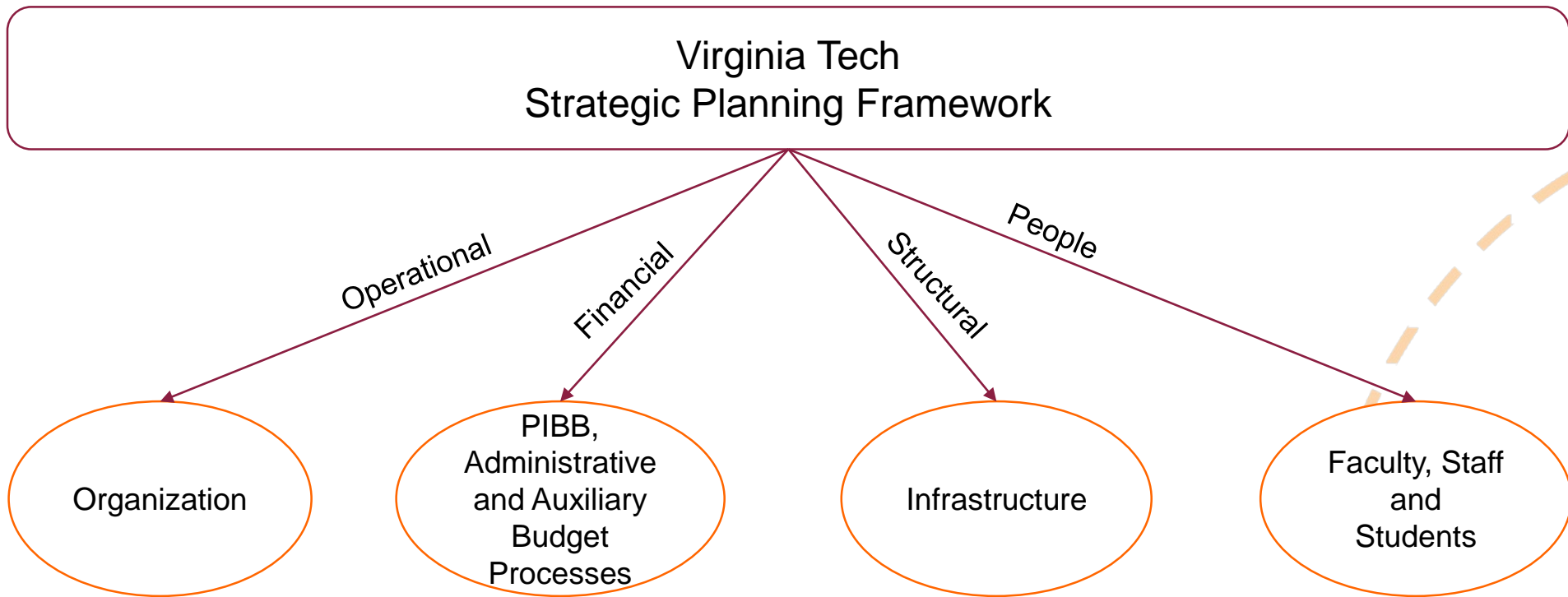
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Reflection and Improvement.

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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