

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
SPECIAL COMMITTEE ON
PLANNING
FEBRUARY 8, 2007**

SPECIAL COMMITTEE ON PLANNING

Thursday, February 8, 2007

3:00 - 5:00 p.m.

Lower East Oval Room, The Rotunda

Committee Members:

John O. Wynne, Chair

A. Macdonald Caputo

Susan Y. Dorsey

W. Heywood Fralin

Glynn D. Key

Lewis F. Payne

Gordon F. Rainey, Jr.

E. Darracott Vaughan, Jr., M.D.

Thomas F. Farrell, II, Ex Officio

AGENDA

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• Discussion with our General Counsel of fundraising and coordinated gift development strategy and prospects in support of University and foundation priorities, and identification of related performance goals and planning expectations for identifiable University personnel as apart of their job duties, all in order to sustain the continued excellence of the University of Virginia, and as permitted by Section 2.2-3711 (A) (1), (6), (7) and (8) of the <u>Code of Virginia</u> .	

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 8, 2007

COMMITTEE: Special Committee on Planning

AGENDA ITEM: I. Academic Plan

ACTION REQUIRED: None

BACKGROUND: The academic plan was drafted and refined by the Provost, with input from the Deans and Vice Presidents. In addition, the Faculty Senate leadership has received and reviewed the draft academic plan in its current form.

DISCUSSION: The President will discuss the current state of the academic plan, and review with the Special Committee on Planning his plans for further development and refinement of the plan in order to position the University for optimal success within the next decade. The President will also review a general timetable for delivery of a final report.

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 8, 2007

COMMITTEE: Special Committee on Planning

AGENDA ITEM: II. Performance Measures

ACTION REQUIRED: None

BACKGROUND: Performance measures intended to ensure accountability by tracking success and improvement on a historical and comparative basis were presented at the Board of Visitors Retreat and further discussed at the September 11, 2006 meeting. The primary measures address critical areas of academic quality, financial and physical resources, diversity, and the Medical Center. Additional measures include State measures required by the Restructuring Act and Management Agreement.

DISCUSSION: Over the course of the fall the Vice President for Management and Budget led the work to refine several metrics, and incorporate additional metrics, to measure the efficiency and effectiveness of meeting the goals and objectives outlined in the evolving academic plan. At this meeting, the Vice President for Management and Budget will review briefly for the Committee the refinements and additions to the performance measures.

The measures will be further refined as the academic plan is finalized. At the April meeting, the Board will receive an update on the implementation of Restructuring, including the performance metrics associated with each State goal and the six core functional areas. A report on performance against all the metrics will be given to the Board once a year at a designated meeting.

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 8, 2007

COMMITTEE: Special Committee on Planning

AGENDA ITEM: III. Outline of Final Strategic Plan

ACTION REQUIRED: None

BACKGROUND: The Special Committee on Planning was charged to oversee the University's ten-year planning process as a means of improving the University's national ranking; to focus academic priorities on areas of excellence, strength, and potential; and to position the University, through sound planning, to be at a strategic advantage relative to its public and private competitors. The individual steps in the ten-year planning process were designed to create a financial and strategic ten-year plan on as timely a basis as practicable.

The Special Committee's work has been in two phases. The first phase, completed for the Board's 2006 Retreat, included the development of the preliminary ten-year financial plan, the gap analysis, an external analysis, a preliminary situation analysis, an assessment of the University's significant financial policies, the ongoing work of the Educational Policy Committee's work to define the Undergraduate Experience, and an enterprise risk analysis.

The second phase was designed to build on the foundation of considerable data and context gathered and studied during Phase I. The work components of Phase II include employing a consultant to continue the examination of the University's strengths, weaknesses, opportunities, and threats; as well as proposing and selecting steps to strategically position and further strengthen the University. The selection is based on an in-depth assessment of existing strengths, opportunities, and threats, as well as known strategies of appropriate elite universities.

At this meeting, the Chair of the Special Committee on Planning will discuss the items that will comprise the final report, to be presented to the Committee at the March/April meeting, with the understanding that work on the academic plan continues, and that several components of the final product will be refined upon completion of the academic plan. The work of the Special Committee on Planning to date serves as the

foundation and analytical underpinnings of the ten-year academic plan, setting the stage for future success.

The components of the report will include the ten-year academic plan and strategic initiatives (to be completed at a future date), the ten-year financial plan (including the financing mechanism for the strategic alternatives/big ideas), and a discussion of future activities and annual monitoring (performance measures and the Capital Campaign case statement). The report's appendices will include the rankings plan, the Educational Policy Committee's work on defining the undergraduate experience and the enterprise risk analysis. The following paragraphs describe each component of the final report.

I. Ten-Year Academic Plan and Strategic Initiatives/Big Ideas

The centerpiece of the ten-year planning effort, the academic plan and "big ideas" represent an enumeration of the University's long-term strategy for identifying areas of excellence and market position. The plan will identify key academic priorities and opportunities for differentiation.

Status: The academic plan has been drafted and refined by the Provost, with input from the Deans and Vice Presidents. Given the impending departure of the Provost, the President is working to convene a group to further develop and refine the plan in order to position the University for optimal success within the next decade. Once the academic plan is complete, it is envisioned that work will commence on refining the performance measures, the ten-year financial plan, and financing alternatives based on the evolution of the academic plan and major strategic initiatives, or "big ideas", and to ensure the capital campaign case statement and the academic plan are complementary.

II. Ten-Year Financial Plan

The Ten-Year Financial Plan is an expansion of the Board-approved six-year plan, developed under the requirements of the Restructuring Act, into a ten-year plan by including all University resources and applying at least the same level of sophistication as used in the development of the six-year plan. The plan includes the necessary financial resources over the ten-year period to ensure that we are on track to meet Board commitments related to Access UVa, research enhancement, diversity, maintenance of facilities, international programs, alumni engagement, compensation, and the student information system. The ten-year financial plan will include reference to the financing mechanisms for

the strategic alternatives/big ideas (to be discussed by the Special Committee on Planning at this meeting).

Status: This plan was reviewed with the Special Committee at its February and June 2006 meetings. It will be refined throughout the fall and winter and finalized in conjunction with the academic plan.

III. Discussion of Future Activities and Annual Monitoring

A. Performance measures and metrics which ensure

accountability by tracking success and improvement on a historical and comparative basis. The primary measures address critical areas of academic quality, financial and physical resources, diversity, and the Medical Center. Additional measures include state measures required by the Restructuring Act and Management Agreement.

Status: Performance measures were presented to the Board at its 2006 Retreat. Over the course of the fall several metrics were refined, and additional metrics incorporated, to measure the efficiency and effectiveness of meeting the goals and objectives outlined in the evolving academic plan. The Vice President for Management and Budget will provide an update on performance metrics at this meeting.

B. The Capital Campaign case statement, "Knowledge is Power", clearly articulates the objectives of the Capital Campaign, and is used to convey the University's needs to prospective donors during the public phase of the Campaign.

Status: The Capital Campaign case statement was refined during 2006 prior to the Capital Campaign kick off. It will be revisited as the academic plan is refined and finalized to ensure goals are congruous.

IV. Appendices

A. The Rankings Plan consists of the gap analysis and the external analysis. The gap analysis identifies necessary resources based on the information available to us from the *US News* data, the University's preliminary ten-year financial plan and known priorities to achieve a top-ranked status within ten years. The external analysis includes comprehensive information on external assessments of the University of Virginia (*US News*, National Research Council, and World University Rankings, etc.) to guide the institution through an effective, long-term strategy to allow the University to realize its aspirations.

Status: Ranking information was presented to the Special Committee on Planning at its February 2006 (*US News*), April 2006 (Research Rankings) and May 2006 meetings. Rankings were analyzed in an effort to understand how to improve in key evaluation categories. The results of the gap analysis and the external analysis were reviewed at the 2006 Retreat. The final report will identify specific recommendations to address ranking improvements.

- B. Appropriate strategies identified by the Educational Policy Committee in their work to define the undergraduate experience are incorporated within the ten-year academic plan.

Status: The Educational Policy Committee reviewed student demographics, how students learn, and faculty demographic trends. The Provost conducted information sessions on program rankings, working students, increasing science and math majors, and readiness for growth. Identified improvements have been incorporated into the preliminary academic plan, included in capital campaign fundraising goals, or addressed using existing resources. The Educational Policy Committee will continue to work to define the undergraduate experience.

- C. Enterprise Risk Analysis is the development of mitigation strategies to address significant institutional and marketplace risks.

Status: A summary of the pilot program of enterprise risk assessment which focused on prototypes of emergency preparedness for four non-academic areas was presented at the 2006 Retreat. Work in this effort continues as new pilot programs have been added throughout the course of the fall and winter. The final academic plan will also incorporate elements of enterprise risk analysis.

The preliminary final report will be presented to the Special Committee on Planning at its March/April meeting.