AGENDA

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UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 20, 2013

AGENDA ITEM: I. Opening Remarks

ACTION REQUIRED: None

BACKGROUND: Co-Chairs Atkinson and Rose will give opening remarks and brief the Board on the meeting of the Special Committee on Strategic Planning held September 19, 2013.
BOARD MEETING: September 20, 2013

AGENDA ITEM: II. Introductory Remarks and Report on Planning Process

ACTION REQUIRED: None

BACKGROUND: The purpose of the strategic plan, as explained by Co-Chairs Atkinson and Rose in their September 2012 letter, is to “develop a roadmap for our future,” and “articulate strategic direction for the University as a whole.” The strategic plan not only advances the University as a whole, but also creates new opportunities for purposeful collaboration across individual schools and units. It also serves as a critical component of a larger continuous planning process.

DISCUSSION: President Sullivan will discuss the framework for the strategic plan and why the pillars and strategies best position the university over the next five years.
BACKGROUND: At its August Retreat, the Board heard presentations of draft implementation plans for three of the proposed 15 strategies. For future presentations, Co-Chairs Atkinson and Rose recommended that members of the Special Committee on Strategic Planning participate in selecting the strategies for which in-depth presentations to the full Board should be made.

In advance of the meeting of the Special Committee on Strategic Planning, President Sullivan sent committee members one-page summaries of the 15 strategies and asked them to provide input on which three they would like to hear in-depth presentations. (The one-page descriptions of all 15 strategies may be found in the Board book for the Special Committee on Strategic Planning agenda on Thursday, September 19.) Based on this input from committee members, the Co-Chairs recommended presenting draft implementation plans for three strategies to the Board.

DISCUSSION: Draft implementation plans for three strategies will be presented to the Board. Draft descriptions of these strategies can be found in the attachment to this book.
BOARD MEETING: September 20, 2013

AGENDA ITEM: IV. Closing Remarks

ACTION REQUIRED: None

BACKGROUND: President Sullivan will provide closing remarks to the Board, including progress made on the strategic plan since the August retreat.
Pillar 2, Strategy 5: Research Infrastructure and Services. The University will enhance institution-wide infrastructure and services, including information technology, to encourage and support individual, curiosity-driven research, scholarship, creative arts, and innovation by faculty and students.

What is the big idea?
To power our research programs, we will develop a proactive consultative service model designed to support inquiry and encourage the cross-fertilization of ideas and partnerships, backed by digital collections and a cutting-edge communications and computational infrastructure.

Why do we need to do this?
We must provide the services and infrastructure to support research that advances the frontiers of knowledge and to provide an education that is built around the experience of moving boundaries.

How does this make us distinctive?
We will facilitate research in specific fields with a research infrastructure designed to support the constant evolution of knowledge and its dissemination through high-quality research, scholarship, professional practice, and innovation.

How do we do it?
We will acquire and develop IT and computing resources to meet our academic needs. The Library will serve as the face of data services for acquisition, management, and preservation of massive amounts of data, complemented by growing staff and faculty expertise in digital research across disciplines and increased access to digital content in all formats. We will expand our OpenGrounds collaboration spaces and ideation programs to enable a nationally unique culture of interaction at UVa that generates new insights and builds creative networks.

How long does it take?
Establish services to support the University's big data initiative.
Year 1: Establish new research data and statistical services and increase resources available to Quantitative Collaborative, SHANTI, UVACSE. Expand OpenGrounds space at the Corner Studio and increase participation to 2,000 students and 1,000 staff.
Year 2: Add software applications for management and analysis of large data sets and augment expertise in non-statistical data analysis. Continue digitizing top priority collections of unique materials.
Years 3-5: Expand OpenGrounds. Continue to enhance online access for researchers.

How will we know we have succeeded?
Specific measures will be developed to quantify engagement between staff experts and researchers, use of our digital collections, collaborations fostered by OpenGrounds, and ROI in terms of increases in overall faculty/student internal funding.

Who will be responsible?
John Simon, Provost; Tom Skalak, Vice President Research; Karin Wittenborg, Dean, Libraries; Mike McPherson, Deputy CIO
**Pillar 3, Strategy 6: High-Impact Educational Experiences.** The University will enhance its ability to deliver a broad range of high-impact educational experiences for undergraduate, graduate, and professional students, including meaningful research with faculty members, service learning, entrepreneurial experiences, and internships.

**What is the big idea?**
The University will enhance opportunities for students to take responsibility for their education. We will deliver a broad range of high-impact educational experiences for undergraduate, graduate, and professional students, including meaningful research with faculty members, community engagement, entrepreneurial experiences, and internships.

**Why do we need to do this?**
Students’ cognitive and personal development as well as the depth of their ability to apply new knowledge is furthered by engagement in research with faculty, service in their communities and participation in partnerships in new and different cultures.

**How does this make us distinctive?**
Aspiring to have every student engage in deepened learning whether in research with faculty or other activities will distinguish us from other institutions in which teaching faculty have less time to engage in research and research faculty have little inclination to work with undergraduates.

**How do we do it?**
We will become leaders in instructional technology in the residential setting. We will strengthen the Center for Undergraduate Excellence to connect students to research opportunities, grow the number of courses which connect to community engagement opportunities, build support for entrepreneurial activities by students and access to external internships.

**How long does it take?**
*Year 1:* Assign an associate vice provost to oversee implementation; develop implementation teams and communication plans for students, start an entrepreneur center on central grounds and implement career work group plans to grow internships. Assess gaps in learning technology.
*Year 2:* Move CUE to Clemons Library and fill vacant director position, implement communication plan with students, grow work-study research opportunities, assess with mid-course corrections for internships and entrepreneurship.
*Year 3 – 5:* Work with faculty in expanding research and service opportunities, implement Entrepreneurship Minor, assess success and redirect where needed for growing internships.

**How will we know we have succeeded?**
We will measure student participation and aspire for all students to participate in one or more of these opportunities by year 5. We will track progress externally through the national SERU student survey and assess impact on student learning.

**Who will be responsible?**
Maurie McInnis, Vice Provost for Academic Affairs
Draft Strategy Description, Sept. 9, 2013

Pillar 4, Strategy 10: Continuous Active Recruiting to Secure Leading Faculty. The University will develop a continuous recruiting process to more accurately identify high-potential faculty, build stronger relationships with targeted candidates, and close recruitment efforts successfully.

What is the big idea?
Continuous active recruiting (CAR) is based on the long-term cultivation of relationships with potential applicants and necessitates integrated and strategic recruitment efforts across the University. It will enable the University to broaden the pool of prospective high-potential faculty, and to close recruitment efforts successfully.

Why do we need to do this?
As we anticipate increased faculty retirements, UVa will need to be both highly competitive and highly strategic in our recruiting efforts. UVa’s success in achieving long term strategic goals will be directly linked to the excellence of our faculty.

How does this make us distinctive?
CAR will enable us to recruit the best faculty; individuals who excel in their research and teaching, embrace UVa’s emphasis on student-faculty interactions, and make strategic contributions to institutional research capacity. No other university recruits faculty in this way, and it will enable UVa to be a top choice for new faculty.

How do we do it?
We will create a coordinating Recruitment Synergies Group, develop a cadre of Search Coaches, expand dual career hiring services and support, expand the UVa ADVANCE Search Portal. We will establish a post-doctoral fellowship program to attract top candidates to provide up to two years of professional development as they teach, and advance their scholarship and creative work.

How long does it take?
Year 1: Hire and/or reallocate CAR and dual career support staff, convene Recruitment Synergies Group (RSG), hold first CAR Innovation Summit, recruit, select & train Search Committee Coaches, incorporate CAR practices school-based planning, establish a postdoctoral fellowship planning committee.
Year 2: Hold annual CAR Innovations Summits, Search Coaches actively advising search committees, beta test Search Portal expansion and candidate database, post openings for and recruit first round of postdoctoral fellows, provide funding dual career hires & support activities. Year 3-5: Fellows hired annually, Search Portal expansion, candidate database, and dual career services fully operational.

How will we know we have succeeded?
We will increase the diversity and excellence of the faculty, improve the yield rates for faculty offers and increase retention, and ensure that faculty recruitment and hiring is strategic aligned vertically and horizontally across the institution over the long term.

Who will be responsible?
Gertrude Fraser, Vice Provost for Faculty Recruitment and Retention; Maggie Harden, Director of Institute for Faculty Advancement; Catherine Brand, Director of Executive Recruitment and Strategic Sourcing