UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
STRATEGIC PLANNING DISCUSSION
August 2-3, 2013
STRATEGIC PLANNING DISCUSSION

Friday, August 2, 2013
2:30 p.m. – 3:45 p.m.
Saturday, August 3, 2013
9:00 a.m. – 11:30 a.m.
Darden School, Abbot Center Dining Conference Room

AGENDA

I. OPENING REMARKS (Rector, Messrs. Atkinson and Rose) ..... 1

II. INTRODUCTION ON STRATEGIC PLAN PROGRESS (Ms. Sullivan) ..... 2

III. PRINCIPLES OF ACADEMIC PLANNING (Mr. Simon) ..... 7

IV. PRESENTATION OF DRAFT IMPLEMENTATION PLANS (Ms. Sullivan to introduce Ms. Pat Lampkin, Mr. Rick Horwitz, Mr. Pat Hogan, and Ms. Sarah Collie) ..... 9

V. CLOSING REMARKS (Ms. Sullivan) ..... 10

VI. DISCUSSION (Messrs. Atkinson and Rose) ..... 11
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: August 2-3, 2013

AGENDA ITEM: I. Opening Remarks

ACTION REQUIRED: None

BACKGROUND: The Rector and co-chairs will provide opening comments and an overview of the meeting agenda.
BOARD MEETING: August 2-3, 2013

AGENDA ITEM: II. Introduction on Strategic Plan Progress

ACTION REQUIRED: None

BACKGROUND: During the May meeting of the Special Committee on Strategic Planning, the Rector asked that the strategic priorities be shared with the Council of Foundations as a means of securing additional feedback. President Sullivan presented the strategic priorities to the Council of Foundations at their meeting on May 30, 2013. The following letter was sent by Mr. Jeff Walker, Chair of UVA Council of Foundations, indicating its support of the draft strategic plan.

July 28, 2013

Dear Terry,

As you heard during the discussion of the University's strategic planning process at the May 30 Council of Foundations (CoF) meeting, general support was voiced for the draft strategic plan and its inclusive approach. In order to formalize CoF support for the planning process to date, a proposed statement from the CoF to the BOV was sent to CoF member foundations for their review and feedback in June (the proposed statement is below).

The Council of Foundations is comprised of representatives from thirteen University foundations, the School of Continuing and Professional Studies, and the UVA Library, representing a combined total of 340 board members and trustees. All the foundation boards distributed summaries of the strategic plan documents and links to all of the key planning documents for their review. They also sent the proposed statement to their respective members for comments, and a number of the foundations expressed their approval of the statement. While the remaining foundations have taken no formal action to date with respect to the statement of support, the majority indicated that they had received positive feedback and comments from their members.
Considering the overwhelmingly positive feedback, I wish to express support on behalf of the Council of Foundations for the University's strategic planning process to date, particularly with respect to the strategic drivers that have been outlined; the emphasis on measurement, time tables, and action plans; and the grassroots approach in seeking input from thousands of stakeholders throughout the University community.

Personally and on behalf of the CoF, I thank you for your remarkable efforts throughout this process and for your commitment to the advancement of the University of Virginia.

Warm regards,

Jeff Walker
Chair, UVA Council of Foundations

Over the past two months the strategic priorities were further refined and developed. In addition to the Council of Foundations, refinements were made based on additional input and feedback from several other sources including: members of the Board of Visitors, the Strategic Planning Steering Committee, Deans, Vice Presidents, Faculty Senate, and Employee Councils.

The findings of the strategic assessment conducted by the Art & Science Group LLC also informed the strategic plan. The challenges and opportunities identified in the strategic assessment were incorporated into the draft strategic plan as shown in the table below.

<table>
<thead>
<tr>
<th>Strategic Plan</th>
<th>Noted in Art &amp; Science Draft Strategic Assessment Report</th>
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<tbody>
<tr>
<td>Emphasis on Excellence</td>
<td>p. 14: excellence should not be compromised or ceded</td>
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<tr>
<td>Leadership theme</td>
<td>pp. 46-47: claim leadership development as a major focus; leadership in teaching and learning, developing leaders, institutional leadership for Commonwealth and higher education at large</td>
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<td>p. 51: institutional leadership on value of higher education and become &quot;the public intellectual' of our time&quot;</td>
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| **Pillar 1**   | p. 12: invest in residential experience; value of residential experience over online learning; cautionary about technology  
pp. 19-20: students’ perceptions—addressed in Pillars 1, 2, 3, 4  
p. 21: student experience outside classroom—addressed in Pillars 1 & 3  
pp. 23-24: total advising and high impact experiences—addressed in Pillars 1 & 3  
pp. 45-46: focus on students’ academic-residential experience—addressed in Pillars 1 & 3  
Comparison study p. 3: recruit and support a diverse student body—addressed in Pillars 1 & 5  
Comparison study p. 4: strengthening the undergraduate experience  
Comparison study p. 10: graduate student advising  
Internal interviews p. 11: focus on student research experience and advising—addressed in Pillars 1&3  
Positioning study pp. 8-10: competitive positioning recommendations—addressed in Pillars 1, 2, 3, 5 |
| **Pillar 2**   | p. 9: faculty issues—addressed in Pillars 2 & 4  
pp. 19-20: students’ perceptions—addressed in Pillars 1, 2, 3, 4  
p. 48: position as research institution  
pp. 45, 48-49: strategic research, scholarship, and collaboration—addressed in Pillars 2 & 4  
Comparison study p. 10: problem-driven approach to research  
Comparison study p. 14: “creation, management, and delivery of scholarly resources in support of teaching and learning”  
Comparison study p. 24: issues-oriented research and service-learning opportunities—addressed in Pillars 2 & 3  
Internal interviews pp. 2-3: faculty recruiting and retention—addressed in Pillars 2&4  
Internal interviews p. 5: strategic research investment and support  
Positioning study pp. 8-10: competitive positioning recommendations—addressed in Pillars 1, 2, 3, 5 |
<p>| <strong>Pillar 3</strong>   | p. 11: teaching and learning |</p>
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<tr>
<td></td>
<td>pp. 11-12: technology as means of “enhancing traditional classroom experience”</td>
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<td>p. 13: assessment and measuring outcomes to enhance learning</td>
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<td></td>
<td>pp. 19-20: students’ perceptions—addressed in Pillars 1, 2, 3, 4</td>
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<tr>
<td></td>
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<td>pp. 45-46: focus on students’ academic-residential experience—addressed in Pillars 1 &amp; 3</td>
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<td>Comparison study p. 4: educational experiences for students to “directly engage with problems of the world”</td>
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<td>Comparison study p. 6: technology as a means for improving learning experience and increasing faculty-student interaction</td>
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<td>Comparison study p. 17: increased global orientation</td>
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<td></td>
<td>Comparison study p. 24: issues-oriented research and service-learning opportunities—addressed in Pillars 2 &amp; 3</td>
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<td>Internal interviews pp. 9-10: design and lead in reinvigorating teaching</td>
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<td>Internal interviews p. 11: focus on student research experience and advising—addressed in Pillars 1 &amp; 3</td>
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<td>Pillar 4</td>
<td>p. 9: faculty issues—addressed in Pillars 2 &amp; 4</td>
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<td>pp. 19-20: students’ perceptions—addressed in Pillars 1, 2, 3, 4</td>
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<td>p. 40: faculty hiring, salary, and retention</td>
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<td></td>
<td>pp. 45, 48-49: strategic research, scholarship, and collaboration—addressed in Pillars 2 &amp; 4</td>
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<td>Comparison study p. 22: investment in faculty recruitment and community</td>
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<td>Internal interviews pp. 2-3: faculty recruiting and retention—addressed in Pillars 2 &amp; 4</td>
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<tr>
<td>Pillar 5</td>
<td>p. 8: “broken business plan” across higher education, vulnerable tuition, pricing, and financial aid model</td>
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DISCUSSION: President Sullivan will present an overview of the draft strategic plan. The central focus of the strategic plan is leadership. This focus has its roots in both the work of the Strategic Planning Steering Committee and Working Groups as well as the recommendations from the Art & Science Group. The strategic plan specifies five overriding and aspirant strategic drivers ("pillars") and 15 associated strategies that position the University for leadership at all levels.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: August 2-3, 2013

AGENDA ITEM: III. Principles of Academic Planning

ACTION REQUIRED: None

BACKGROUND: The development of the strategic plan included considering the unique purpose and role of the University, its position relative to institutional peers, and how it contributes to the future of the Commonwealth and the world.

The University is observing the following principles in implementing the strategic plan:

• We will ensure that our actions conform to our values. Every decision and strategic initiative should align with such fundamental University values as honor, integrity, diversity, responsibility, self-governance, and public service. If we succeed in rankings but fail to sustain our values, we will have failed to advance the University.

• We will maintain our commitment to access and affordability. As a public university, the University has a responsibility to ensure that all qualified students have the opportunity to benefit from a UVa education, regardless of racial, ethnic, or social background.

• We will welcome opportunities to serve the Commonwealth. Starting with Top Jobs 21, we will take steps that advance economic development and quality of life in the Commonwealth.

• We will leverage technology for maximum gain. We will lead in applying technology to improve learning, advance knowledge, and make learning accessible to our citizens.

• We will pursue continuous improvement as the source of ongoing excellence. We will rethink how we undertake important processes that guide our operations to make them less episodic and to ensure that we learn from the experience. We commit to measuring our results to provide evidence of our progress.
• We will make collaboration an institutional hallmark. We will view collaboration not only as a technique to leverage our size to maximum advantage but also as a critical source of innovation. We will cross boundaries, real or perceived, to work together.

• We will seek opportunities to enhance our global perspective and presence. To fulfill its aspirations, the University must operate on a global stage. The ability to place knowledge in its global, regional, and local context will define our graduates.

• We will align resources with aspirations. As we implement a new activity-based budget model, we will create incentives for faculty collaborations, provide the right blend of central services, and empower deans and faculty to innovate while taking responsibility for controlling costs.

DISCUSSION: Provost Simon will discuss the objectives and principles that drive and undergird the strategic plan, and how the strategic plan will guide and direct the future success and distinction of the University.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: August 2-3, 2013

AGENDA ITEM: IV. Presentation of Draft Implementation Plans

ACTION REQUIRED: None

BACKGROUND: The draft strategic plan includes five strategic drivers (pillars) and fifteen associated strategies.

DISCUSSION: Three strategies and their corresponding implementation plans will be presented. Final implementation plans will include the objective, action steps, five-year timeline, metrics (both milestones and outcomes,) and general budgetary requirements. The implementation plans serve as a general roadmap for the strategy, but may be modified/amended should unforeseen opportunities and/or circumstances arise.

Mr. Rick Horwitz will present the implementation plan for strategy four: Strategic Research. This strategy will leverage current talent and new faculty hiring opportunities to focus research on those intellectual and social challenges where it can have the most impact. Specifically, the University will develop four research institutes that address key issues and provide valuable educational opportunities.” A Big Data Institute is the first of these enterprise-wide research institutes.

Ms. Pat Lampkin will present strategy two: Total Advising. In this strategy the University will pioneer ‘total advising,’ a multidimensional process for all students that combines high-quality academic advising, career advising, and coaching, includes an online portfolio, and capitalized on relationship with UVa alumni.

Mr. Pat Hogan and Ms. Sarah Collie will present the implementation plan for strategy fourteen: Organizational Excellence. Through this strategy the University will enhance its organizational capacity through resource alignment and optimization (e.g., financial, human, facilities, technology, etc.) to enable academic excellence and affordable access.
BOARD MEETING: August 2-3, 2013

AGENDA ITEM: V. Closing Remarks

ACTION REQUIRED: None

BACKGROUND: President Sullivan will provide closing remarks and discuss the next stages of the strategic planning process.
BOARD MEETING: August 2-3, 2013

AGENDA ITEM: VI. Discussion

ACTION REQUIRED: None

BACKGROUND: Co-chairs Atkinson and Rose will lead the discussion.