MEMORANDUM

TO: The Special Committee on Strategic Planning:

Frank B. Atkinson, Co-Chair
Linwood H. Rose, Co-Chair
Kevin J. Fay
Frank E. Genovese
Victoria D. Harker
Bobbie G. Kilberg
Stephen P. Long, M.D.
Edward D. Miller, M.D.
George Keith Martin, Ex Officio

and

The Remaining Members of the Board and Senior Advisor:

Hunter E. Craig
Helen E. Dragas
Allison Cryor DiNardo
Marvin W. Gilliam Jr.
William H. Goodwin Jr.

John A. Griffin
John L. Nau III
Timothy B. Robertson
Blake E. Blaze
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

SUBJECT: Minutes of the Special Committee on Strategic Planning
Meeting on November 14, 2013

The Special Committee on Strategic Planning of the Board of Visitors of the University of Virginia met, in Open Session, at 2:50 p.m., Thursday, November 14, 2013, in the Board Room of the Rotunda; Frank B. Atkinson and Linwood H. Rose, Co-Chairs, presided.

Present were Kevin J. Fay, Frank E. Genovese, Victoria D. Harker, Bobbie G. Kilberg, Stephen P. Long, M.D., Edward D. Miller, M.D., George Keith Martin, and Leonard W. Sandridge Jr.
Also present were Teresa A. Sullivan, Patrick D. Hogan, Paul J. Forch, Susan G. Harris, Betsy V. Ackerson, J. Milton Adams, Susan A. Carkeek, Donna P. Henry, R. Edward Howell, David W. Martel, McGregor McCance, Maurie D. McInnis, Nancy A. Rivers, Colette Sheehy, Thomas C. Skalak, and Robert D. Sweeney.

Opening Remarks

Co-Chair Frank Atkinson provided opening remarks. He commended President Sullivan and her team for their work, and especially noted the good work represented in the draft Cornerstone Plan that is included with the board materials. He outlined the agenda, next steps, and the commitment to continuous planning as part of the culture at the University.

Briefing on Presentation of Strategic Plan

President Sullivan briefed the Committee on the strategic plan. She explained that the Cornerstone Plan seeks to foresee what the University needs to do in order to be as strong as possible going into its third century. She emphasized that the Cornerstone Plan, while intentionally designed to be flexible, is grounded by a set of unwavering principles. Two principles highlighted were that our actions will conform to our values, and that we have a commitment to a public mission, including access and affordability.

In asking the Committee to approve the five pillars, she reported that the pillars have been approved by the foundations and others involved in the planning process. She reported that three strategies have already garnered financial support from external donors, and four strategies are process changes that will change the way we do business, but they will not cost the University a great deal.

When speaking about the pricing of the Cornerstone Plan, President Sullivan noted several items:

- Because of the inter-related nature of the strategies, a single dollar achieves multiple strategies;
- Financial projections are made, but we do not know how the regulatory, political, and financial climates will change;
- The Medical Center Operating Board faced the same decisions a few years ago in approving the Health System strategic plan; and
- No business despite its projections can guarantee, for example, its consumer product revenues or supply costs; that does not stop them from acting and moving forward.

She also noted that by approving the pillars the Board gives up nothing. Rather it gains in the following ways:

- Alignment with the University community;
- Commitment of how we will go forward for the next five years;
- The University will improve its competitive position. For example, Board approval in August for Big Data has enabled the University to name a director, secure space for an office, and IBM announced that the University is one of a handful of universities with which it is partnering. She said the University will be receiving a large gift to support the work, and students and faculty are coming to UVA because of the big data work; and
- Total advising: the Parents Committee has given $200,000 to support this, but approval of the pillars is needed to move forward.
A discussion among the committee members ensued in which many were very engaged. Several members voiced their strong agreement with and gratitude for the President’s remarks, and acknowledged the huge effort that has gone into the strategic planning process thus far. Many agreed that there is a need to prioritize and/or phase the implementation of the strategies because it is not feasible to do everything at once—this is a strategic direction the committee is approving, not a complete package, but we have to get started. The cost of inaction sends the wrong message to foundations, corporations, and donors who are very interested in various elements of the plan. Approval of the pillars is a very important first step.

In answer to a question, administrators confirmed that the building needs associated with the Cornerstone Plan are modest; the plan is primarily about programs and not bricks and mortar.

Overview of Continuous Planning

Milton Adams provided an overview of continuous planning. He highlighted four key elements of the process: 1) a process whereby faculty research is supported and will lead to the creation of three more research institutes; 2) deans will annually submit their hiring plans to the Provost, and there will be a collaborative decision-making process directed by the Provost, which will enable new collaborations and support interdisciplinary hiring across schools and in support of the new research institutes; 3) as schools review and update their plans, school plans and the university-wide Cornerstone Plan will mutually support and reinforce each other; and 4) progress will be reported to the Board including metrics, budget requests, implementation progress, faculty hiring, and the evolution of the plan itself.

Action Item: Approval of Strategic Direction as Represented in Five Pillars of Strategic Plan

Upon motion, the Committee approved the following resolution and recommended it to the Board of Visitors:

APPROVAL OF THE FIVE FOUNDATIONAL PILLARS OF THE “CORNERSTONE” STRATEGIC PLAN

WHEREAS, in a letter dated September 3, 2012, the Board of Visitors charged the President “to undertake a strategic plan that will examine our very purpose and reason for being and then develop a roadmap for our future” that will “articulate strategic direction for the University as a whole;” and

WHEREAS, the President established and chaired a Steering Committee, formed seven Working Groups, involved more than 10,000 people including deans, vice presidents, faculty, staff, students, alumni, parents, donors, and community members, and refined the scores of ideas for consideration into five strategic pillars and possible strategic initiatives pursuant thereto; and

WHEREAS, according to the request made of the President in the September 3, 2012 letter, an outside higher education consultant was retained to conduct a comprehensive strategic institutional assessment of the University and the external environment in which it operates, and the findings of that assessment were incorporated into the five strategic pillars; and

WHEREAS, the Board of Visitors has participated in the planning process, including the year-long work of the co-chairs and members of the Special Committee on Strategic Planning and presentations to and
dialogue with the full Board of Visitors at meetings during May–November 2013;

RESOLVED, the Board of Visitors commends the comprehensive and inclusive planning process undertaken by the Administration in consultation with the Board of Visitors in developing the Cornerstone Plan and supports the five pillars of the Cornerstone Plan as providing the appropriate strategic direction for the University as follows:

The University has identified five pillars to serve as goals over the next five years.

1. Enrich and strengthen the University’s distinctive residential culture
2. Strengthen the University’s capacity to advance knowledge and serve the public through research, scholarship, creative arts, and innovation
3. Provide educational experiences that deliver new levels of student engagement
4. Assemble and support a distinguishing faculty
5. Steward the University’s resources to promote academic excellence and affordable access; and

RESOLVED FURTHER, the Board of Visitors directs the administration to consider the financial needs of the Cornerstone Plan and to present to the Board of Visitors options and recommendations for strategic initiatives pursuant to the Cornerstone Plan as part of the University’s annual budget process and to annually report to the Board the progress and results of the strategic plan.

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Mr. Atkinson said the Rector intends that the Special Committee of Strategic Planning will meet for at least the next year in order to provide continuity and be a part of the new continuous planning process. Mr. Long expressed his thanks to the co-chairs for their leadership throughout the process and for reminding the committee and Board of their role as “Visitors”.

The Rector then expressed his gratitude to Co-Chairs Frank Atkinson and Lin Rose, Visitors Victoria Harker and Steve Long, and President Sullivan, Pat Hogan, and Milton Adams. He concluded by stating this has been and continues to be very significant work.

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On motion, the meeting was adjourned at 3:40 p.m.

SGH:dr
These minutes have been posted to the University of Virginia’s Board of Visitors website.
http://www.virginia.edu/bov/specialcommminutes.html