

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 Commonwealth of Virginia, the

nation, and the world 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.