Virginia Tech Strategic Planning Priorities

These strategic planning priorities, developed in collaboration with faculty, staff, students, and alumni, across our colleges, institutes, offices, and campuses, and shaped by partners and employers, will guide Virginia Tech in initial steps toward achieving our long term vision known as “Beyond Boundaries: A 2047 Vision.”

“Envisioning Virginia Tech – Beyond Boundaries” is a vision for the university, looking a generation into the future. Led by Virginia Tech President Tim Sands, this Beyond Boundaries vision was motivated by two principal objectives: 1) advance Virginia Tech as an internationally recognized, land-grant university; and 2) strategically address the challenges and opportunities presented by the changing landscape of higher education.

Within higher education, a key differentiator for Virginia Tech is developing the capability to adaptively respond to and manage change. A cohesive strategic planning process can provide the necessary framework and methodology for effective change management to help ensure high-quality outcomes as the institution grows. This strategic planning framework provides a university-level guide for effective leadership and change management within a dynamic higher education environment that fosters quality relationships among faculty, staff, students, alumni and the surrounding community. This framework provides a starting point for a culture of continuous planning and a process that enables colleges, institutes, offices, departments, and programs to ensure alignment between unit-level and institutional priorities and goals.

Through a year-long comprehensive and inclusive process, led by the Office for Strategic Affairs, the Virginia Tech community helped shape the mission, vision, and core values.
VISION
Virginia Tech will be a global leader by inspiring and empowering people to learn, innovate, and serve beyond boundaries.

MISSION
Inspired by our land-grant identity and guided by our motto, Ut Prosim (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world.

UT PROSIM (THAT I MAY SERVE):
Our motto, Ut Prosim (That I May Serve), emphasizes our commitment to service to individuals and society in all its forms.

DIVERSE COMMUNITIES:
We value the educational benefits of diverse ideas, peoples, and cultures in order to contribute to the just engagement of all the world's communities.

OPPORTUNITY AND AFFORDABILITY:
We are committed to creating affordable educational opportunities for the Commonwealth of Virginia consistent with our land-grant mission.

COLLABORATION AND PARTNERSHIPS:
We value collaboration and the collective value of using multiple approaches and perspectives to address difficult and complex issues.

MUTUAL RESPECT AND OPEN EXPRESSION:
We support and promote open expression, self-awareness, and mutual respect.

ETHICS AND INTEGRITY:
We expect the university and its members to maintain the highest standards of integrity and ethical behavior, academically, personally, and professionally.

INCLUSIVE ENVIRONMENT:
We value equitable inclusion and the quality of relationships between faculty, staff, and students to ensure an inclusive, welcoming, and affirming living-learning-working environment.

CORE VALUES
LIFELONG LEARNING:
We value lifelong learning and inquiry within and outside of the university for personal growth and to promote the continuous seeking of knowledge to enhance society.

DISCOVERY AND INNOVATION:
We value research, innovation, and the creative process.

FREEDOM OF INQUIRY AND ACADEMIC EXCELLENCE:
We value freedom of inquiry and an environment that supports academic excellence.

CONTINUOUS EVALUATION AND IMPROVEMENT:
We value continuous evaluation and improvement to advance individual and institutional objectives.
Based upon the mission, vision, and core values, the campus identified four strategic priorities: 1) Advance Global and National Impact; 2) Actualize the Ut Prosim (That I May Serve) Difference; 3) Be a Destination for Talent; and 4) Ensure Institutional Excellence. As part of the continuous strategic planning process, each strategic priority includes goals, action steps, and milestones for a three to five year timeline that will be evaluated and reviewed annually.

**Strategic Priority 1: Advance Global and National Impact**

**Aspirational vision:** Virginia Tech will be globally recognized for its research strengths, world-class faculty, and ability to integrate its learning, discovery, and engagement missions as a comprehensive research land-grant university. Virginia Tech will realize VT-shaped learning and challenge faculty to develop purpose-driven and person-centered curricular design that prepares future graduates to excel in a complex world.

**Goal 1:** Increase and sustain excellence in research, discovery, and creativity

**Goal 2:** Increase and sustain teaching and learning excellence

**Goal 3:** Increase and sustain institutional impact and visibility

**Developing Action Steps**

- Coordinate and align investments in faculty and shared research facilities
- Develop a strategic vision and support for experiential, personalized, and distance learning, and living-learning programs that will enhance the student learning experience
- Continue to develop and support department-level faculty scholarship expectations by discipline, including relevant metrics and peer comparison groups
- Develop an integrated strategy for expanding and enhancing Virginia Tech’s rural Virginia, regional, national, and international presence
- Further develop Virginia Tech Carilion academic health center in Roanoke
- Launch the Innovation Campus and develop an integrated strategy for Virginia Tech’s presence in the National Capital Region (Northern Virginia)
- Collaborate with partners across Virginia to build strong research and innovation programs supporting the Commonwealth Cyber Initiative
• Develop and enhance the quality of partnerships with industry, other universities, and state and federal agencies
• Build upon opportunities for student and faculty engagement in transdisciplinary programs, such as Destination Areas, Strategic Growth Areas, Research Institutes, and Interdisciplinary Graduate Education Programs

Emerging Milestones
• 40% growth in extramural research expenditures by 2024
• Top 10 US public land-grant (WSJ/THE) by 2024
• Top 13 US public land-grant in global research (THE World Rankings) by 2024
• All students graduate with experiential learning experiences
• Reach scale at 30,000 undergraduate students by 2023

Strategic Priority 2: Actualize the Ut Prosim (That I May Serve) Difference
Aspirational vision: The Ut Prosim (That I May Serve) Difference, as a unique differentiator for Virginia Tech, recognizes the integral connection between service to humanity, diversity, and the land-grant mission. Consistent with InclusiveVT, the institutional and individual commitment to Ut Prosim in the spirit of community, diversity, and excellence will build and support communities of discovery where different ideas, beliefs, perspectives, experiences, identities, backgrounds, and cultures come together as global citizens.

Goal 1: Increase representational diversity
Goal 2: Increase cultural competency
Goal 3: Address critical societal issues impacting humanity and equity

Developing Action Steps
• Optimize strategies to increase representational diversity of students (recruitment, retention, and success) through outreach, financial aid, and the curricular and co-curricular experience
• Enhance and expand programs such as the Target of Talent and the Future Faculty Development Program
• Develop strategies to increase enrollment in undergraduate courses and co-curricular opportunities that include diversity and inclusion competencies and capacities
• Explore strategies to increase the development and incorporation of inclusive pedagogy
• Develop and build upon current efforts for global engagement to create positive change in a world without boundaries
• Develop a strategy and coordinated process for colleges to address the needs of underserved communities, including leading the Rural Virginia Initiative
• Advance engagement of Virginia Cooperative Extension and Virginia Agricultural Experiment Station with a diversity of external partners through the Agricultural and Natural Resources initiative

Emerging Milestones
• Achieve 25% underrepresented minority representation and 40% combined representation of underrepresented minority and under-served students (Pell-eligible, first generation, and veterans) in the entering undergraduate class
• Reach 100% implementation of the inclusion and diversity requirement for graduate education by 2020
• Identify fundable projects that advance the Rural Virginia Initiative

Strategic Priority 3: Be a Destination for Talent
Aspirational vision: Virginia Tech will attract bold and dynamic faculty, staff, and students to a diverse and inclusive community to be a force for positive change. Virginia Tech will support the well-being and quality of life of students, staff, and faculty. Alumni and local communities will recognize Virginia Tech as a lifelong learning destination. Virginia Tech will invest, empower, support, and value a workforce that will champion our vision for the future.

Goal 1: Attract, retain, and develop diverse and high-achieving faculty and staff
Goal 2: Attract, retain, and graduate well-prepared undergraduate, graduate, and professional students
Goal 3: Support and grow lifelong engagement for alumni and local communities

Developing Action Steps
• Achieve progress on funding competitive compensation strategies for faculty and staff
• Identify funding opportunities for new and existing endowed professorships
• Develop staff recruitment and retention programs
• Increase access and affordability for first-generation and low-income students
• Continue to grow the endowment held and managed by VT Foundation
• Continue to grow alumni giving participation and annual fundraising
• Enhance comprehensive professional development and programs that promote well-being for faculty and staff
• Identify strategies and develop partnerships to offer extramural and institutional funding for graduate students
• Develop a process to support alumni engagement and lifelong learning
• Enhance and expand curricular and co-curricular programs and student services that support the purpose, social, financial, community, and physical well-being of students.

Emerging Milestones
• Increase endowment to $1.6B by FY22 (held and managed by VT Foundation)
• Increase percentage of alumni participation in giving to 22% in FY22
• Increase amount of funds raised annually to $175 million by FY22

Strategic Priority 4: Ensure Institutional Excellence
Aspirational vision: Virginia Tech will identify and comprehensively address any university-wide barriers impeding strategic development and will optimize efficiency and effectiveness of administrative functions to ensure alignment of personnel, physical campus, and fiscal resources and processes in support of strategic goals. Continuous strategic planning will create opportunities to solicit and explore innovative ideas, inform resource allocation, and engage the university’s system of shared governance.

Goal 1: Continue to develop the physical campus and technology infrastructure
Goal 2: Develop comprehensive and transparent budget and financial models with diverse and sustainable revenue sources
Goal 3: Develop and launch an adaptive, inclusive process for continuous strategic planning

Developing Action Steps
• Offer, enhance and maintain quality research, living, and learning spaces, improve safety and security, and ensure universal accessibility to facilities
• Continue to improve energy efficiency and sustainable use of resources
• Develop consistent technology, universal design principles, and connectivity across locations
• Advance and align financial management, resource management, and transparent budget models
• Determine what constitutes best-in-class customer service in all aspects of university operations
• Develop and support unit-level strategic plans and related initiatives
• Develop a process to identify and incubate new innovative ideas
• Facilitate decision-making transparency and efficiency throughout the institution

Emerging Milestones
• Completed college and unit-level strategic plans by May 2020
• Completed review of university governance processes by May 2020
• Implementation of new workflows that increase efficiency and effectiveness of university policies and procedures
Looking towards the future

The Virginia Tech community helped shape the mission, vision, core values, strategic priorities, goals, action steps, and milestones within this strategic planning framework.

As the continuous planning process moves forward, each priority area outlined in this strategic plan will undergo further analysis to ensure feasibility, measurability, and alignment with university priorities and inform resource allocation.

This strategic planning framework provides a university-level guide for colleges, institutes, offices, departments, and groups across campus as they develop their respective strategies and plans to advance the institutional priorities.

The continuous planning partnership process is a phased, collaborative effort to help units develop their strategic plans and ensure alignment with university priorities and goals. Unit-level plans will be reviewed alongside the strategic planning framework to achieve milestones and goals and realize the Beyond Boundaries vision for Virginia Tech.