

THE VIRGINIA TECH DIFFERENCE

ADVANCING BEYOND BOUNDARIES



OFFICE FOR STRATEGIC AFFAIRS
VIRGINIA TECH.

**VIRGINIA
TECH**

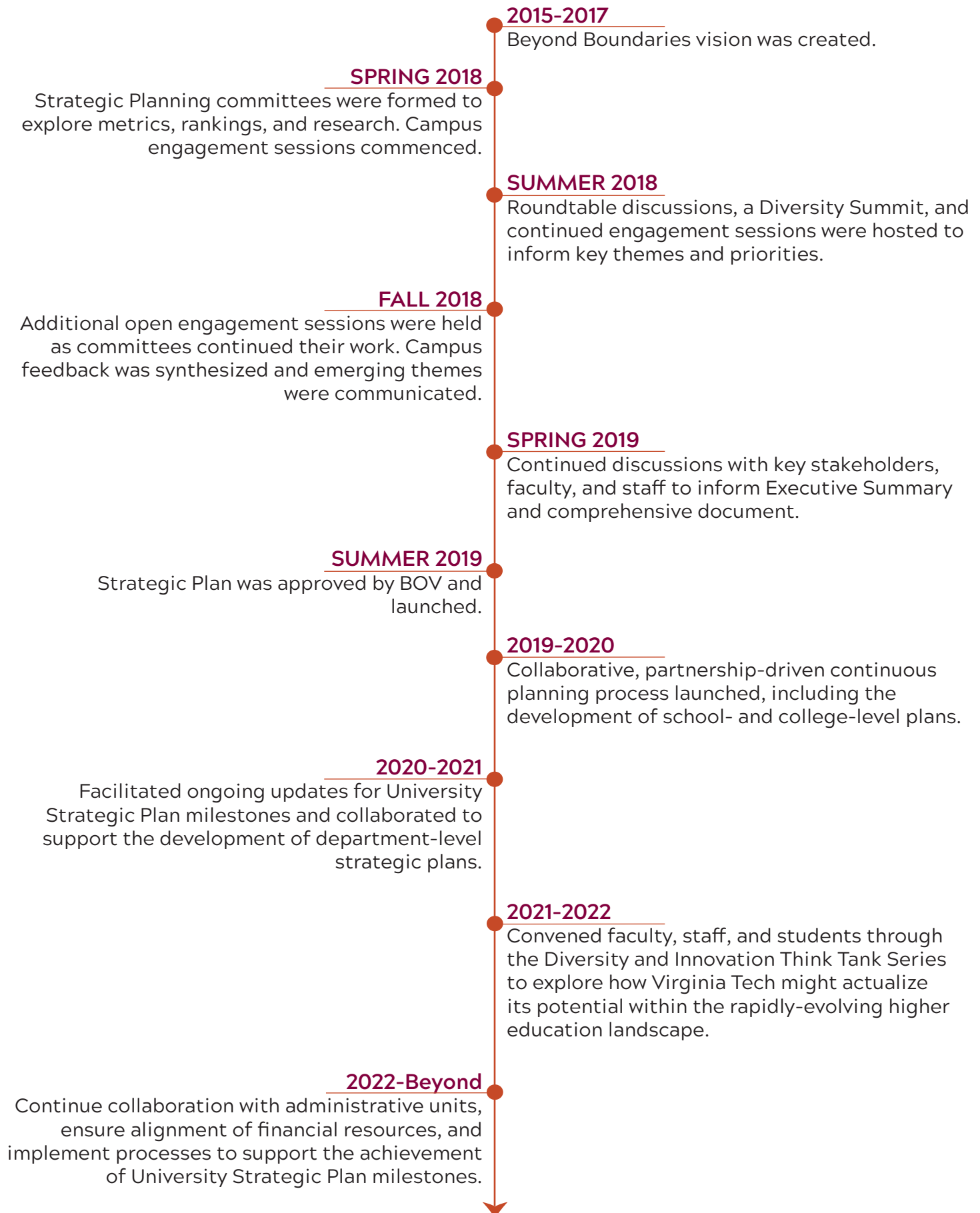
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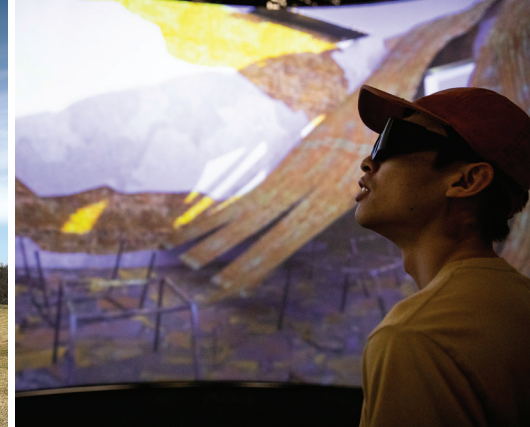
THE VIRGINIA TECH DIFFERENCE:
ADVANCING BEYOND BOUNDARIES

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STRATEGIC PLANNING TIMELINE





ADVANCING OUR UNIVERSITY

This strategic plan, The Virginia Tech Difference: Advancing Beyond Boundaries, was developed in collaboration with faculty, staff, students, and alumni across our colleges, institutes, offices, and campuses, and shaped by partners and employers.

The Virginia Tech Difference: Advancing Beyond Boundaries guides initial steps to achieving our long-term **BEYOND BOUNDARIES** future as a comprehensive research land-grant university by affirming our vision, mission, and core values; defining university priorities; and outlining goals and initial milestones to achieve each priority.



VIRGINIA TECH BEYOND BOUNDARIES

Led by President Tim Sands, **BEYOND BOUNDARIES: A 2047 VISION** culminated in a generational visioning process to position Virginia Tech as an internationally recognized land-grant university that strategically addresses the challenges and opportunities presented by the changing higher education landscape. **BEYOND BOUNDARIES** identified three guiding concepts to transform Virginia Tech into the university of the future: VT-shaped Discovery (purpose-driven discovery), Communities of Discovery (campus, regional, and global engagement hubs), and Nexus of Discovery (transdisciplinary discovery).

Integral to this transformation is Virginia Tech's continued commitment to **UT PROSIM (THAT I MAY SERVE)**, academic excellence, and world-class research. In addition, engaging the whole person; innovation; and affordability and accessibility are guiding principles that have informed the strategic planning process and initial steps toward achieving Virginia Tech's **BEYOND BOUNDARIES** vision.



SHAPED BY OUR COMMUNITY

The strategic planning process involved significant iteration, engagement, and collaboration with the university community. Throughout this comprehensive and inclusive process, the Virginia Tech community was engaged to discuss initial and evolving drafts and gather and incorporate feedback on the strategic planning framework. Strategic planning materials were continually updated throughout this process to reflect iterative, ongoing feedback.

These conversations and feedback sessions included participants from colleges, departments, institutes, offices, student groups, commissions, committees, associations, alumni groups, university leadership, and the Board of Visitors. Feedback discussions involved participants from various disciplines and levels, and took place across geographic locations including Blacksburg, Roanoke, Alexandria, Arlington, and Falls Church.

Feedback session participants provided more than 1,000 written, digital, or verbal forms of feedback. Data was continually synthesized and analyzed to shape the mission, vision, core values, priorities, goals, and initial milestones.

BUILDING UPON BEYOND BOUNDARIES

CURRENT INITIATIVES AND FUTURE DIRECTIONS





KEY PRINCIPLES and CONCEPTS

- ▶ *UT PROSIM* (That I May Serve), Academic Excellence, and World Class Research
- ▶ Evidence-Based, Student-Centered Learning
- ▶ Innovation
- ▶ Access and Affordability

STRATEGIC UNIVERSITY INITIATIVES/INVESTMENTS

- ▶ Tech Talent Investment Program and the Innovation Campus
- ▶ Health and Biomedical Sciences - including partnerships with Carilion Clinic and Children's National Hospital
- ▶ Integrated Security - focusing on National Security Institute
- ▶ IT Transformation
- ▶ HR Transformation
- ▶ Athletics
- ▶ Advancement
- ▶ Student Access and Affordability

STRATEGIC PRIORITIES

- ▶ Regional, National, and Global Impact
- ▶ *UT PROSIM* (That I May Serve) Difference
- ▶ Talent Destination
- ▶ Institutional Excellence

OUR MOTTO

Our motto, **UT PROSIM** (That I May Serve), emphasizes our commitment to serve individuals and society.

OUR VISION

Virginia Tech will be a global leader by inspiring and empowering people to learn, innovate, and serve beyond boundaries.

OUR 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.







THE VIRGINIA TECH DIFFERENCE:
ADVANCING BEYOND BOUNDARIES



OUR CORE VALUES

Virginia Tech embraces four core values: Diverse and Inclusive Communities, Knowledge and Innovation, Opportunity and Affordability, and Excellence and Integrity.

DIVERSE AND INCLUSIVE COMMUNITIES

We value the educational benefits of diverse ideas, peoples, and cultures in order to contribute to the equitable inclusion and just engagement of the world's communities through collaboration and partnerships, guided by open expression, self-awareness, and mutual respect.

KNOWLEDGE AND INNOVATION

We value lifelong learning and freedom of inquiry through research, innovation, and the creative process within and outside of the university to promote the continuous seeking of knowledge to enhance society and address difficult and complex issues affecting the human condition.

OPPORTUNITY AND AFFORDABILITY

We value providing affordable educational opportunities for the Commonwealth of Virginia consistent with our land-grant mission.

EXCELLENCE AND INTEGRITY

We value continuous evaluation, improvement, and excellence to advance individual and institutional objectives with the highest standards of integrity and ethical behavior.



LAND-GRANT IDENTITY AND STRATEGIC PRIORITIES





Based upon the motto, vision, mission, core values, and comprehensive research land-grant identity of research and discovery; teaching and learning; and outreach and engagement, the community identified four strategic priorities:

ADVANCE REGIONAL, NATIONAL, AND GLOBAL IMPACT

ELEVATE THE *UT PROSIM* (THAT I MAY SERVE) DIFFERENCE

BE A DESTINATION FOR TALENT

ENSURE INSTITUTIONAL EXCELLENCE

As part of the continuous strategic planning process, each strategic priority includes goals and initial milestones across a three to five year timeline that will be evaluated and reviewed annually.





STRATEGIC PRIORITY 1

ADVANCE REGIONAL, NATIONAL, AND GLOBAL 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 prepare graduates to contribute and lead in a complex world by offering person-centered and purpose-driven student experiences designed to educate the whole person. In alignment with the Code of Virginia, Virginia Tech will use distance learning to expand access to, improve the quality of, and minimize the cost of education. Virginia Tech's impact will be regional, national, and global.

GOAL 1

Increase excellence in research, discovery, and creativity

GOAL 2

Increase teaching and learning excellence for a holistic education

GOAL 3

Increase institutional impact and visibility





STRATEGIC PRIORITY 2

ELEVATE THE *UT PROSIM* (THAT I MAY SERVE) DIFFERENCE

ASPIRATIONAL VISION

The UT PROSIM (That I May Serve) Difference, a foundational differentiator for Virginia Tech, recognizes the integral connection with Virginia Tech's land-grant responsibility of access and opportunity and its mission of service to humanity. Consistent with InclusiveVT, the institutional and individual commitment to UT PROSIM (That I May Serve) in the spirit of community, diversity, and excellence, Virginia Tech will build and support communities of discovery where global citizens engage with different ideas, beliefs, perspectives, experiences, identities, backgrounds, and cultures.

GOAL 1

Increase representational diversity

GOAL 2

Increase cultural competency

GOAL 3

Address critical societal issues impacting humanity and equity





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 the talents of faculty and staff

GOAL 2

Attract, retain, and graduate students prepared to serve a global community

GOAL 3

Support lifelong engagement and learning for alumni and local communities





STRATEGIC PRIORITY 4

ENSURE INSTITUTIONAL EXCELLENCE

ASPIRATIONAL VISION

Virginia Tech will, through continuous strategic planning, create opportunities to solicit and explore innovative ideas, inform resource allocation, and engage the university's system of shared governance. Virginia Tech will also optimize efficiency and effectiveness of administrative functions to ensure alignment of personnel, physical campus, and fiscal resources and processes in support of strategic goals.

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

ADVANCE REGIONAL, NATIONAL, AND GLOBAL IMPACT

- ▶ Increase extramural research expenditures to \$600M by FY 2028-29
- ▶ Achieve Top 13 US land-grant (THE World University Rankings) by 2024
- ▶ Ensure 50% of academic degrees have a required experiential learning component by AY 2026-2027
- ▶ Reach 7,900 graduate students by Fall 2024, including 4,550 Master's and 3,350 PhD students
- ▶ Achieve 400 Highly Prestigious and Prestigious Awards by 2028
- ▶ Achieve 4,500 average faculty publications over the past five years
- ▶ Achieve 45,000 average faculty citations over the past five years
- ▶ Increase the entering cohort of international degree seeking undergraduate and Master's students to 600 and 610 respectively by 2028
- ▶ Increase Invention Disclosures output by 70% by FY 2024-25
- ▶ Increase the number of License Agreements executed for VT Technologies by 75% by FY 2024-25
- ▶ Double the number of Start-up Companies created from VT Research by FY 2024-25
- ▶ Reach 338 postdoctoral appointees by Fall 2027

ELEVATE THE *UT PROSIM* (THAT I MAY SERVE) DIFFERENCE

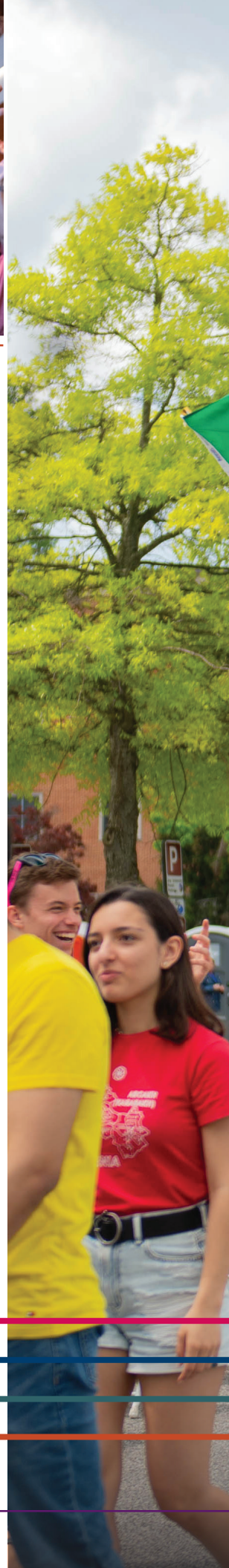
- ▶ Achieve 25% representation of underrepresented minority students in the entering class (freshmen and transfers) by Fall 2028
- ▶ Achieve 40% representation of underrepresented minority or underserved students (Pell-eligible, first generation, and veterans) in the entering class (freshmen and transfers) through Fall 2028
- ▶ Increase the total enrollment in the Corps of Cadets to 1400 by Fall 2023
- ▶ Achieve 20% representation of underrepresented minority graduate and minority professional students by Fall 2024
- ▶ Increase underrepresented minority faculty to 12% by Fall 2028
- ▶ Increase female faculty representation to 40% by Fall 2028
- ▶ Increase undergraduate students graduating with at least two Pathways courses that satisfy the Critical Analysis of Equity and Identity in the United States core concept to 25% by AY 2023-24
- ▶ Increase representation of all minority staff and administrative and professional faculty to 20% by Fall 2028

BE A DESTINATION FOR TALENT

- ▶ Achieve progress in competitive faculty salaries towards 50th percentile of the top 20 Land-Grant Universities by Fall 2024
- ▶ Increase the four-year graduation rates for all undergraduate (entering freshmen) students to 73% by 2028 (entering cohort Fall 2024)
- ▶ Increase the three-year graduation rates for all undergraduate transfer students with at least 60 credits to 80% by 2028 (entering cohort Fall 2025)
- ▶ Increase faculty and staff satisfaction with career advancement opportunities to at least 75% as reported in Employee Climate Survey by AY 2026-27
- ▶ Increase faculty and staff satisfaction with work-life balance to at least 75% as reported in the Employee Climate Survey by AY 2026-27
- ▶ Increase on-campus students living in Living Learning Programs to 60% through Fall 2027

ENSURE INSTITUTIONAL EXCELLENCE

- ▶ Achieve Maintenance Reserve funding in the range of 1- 1.5% of facility values for auxiliary enterprises
- ▶ Maintain Debt Rating in the AA or Aa Range
- ▶ Maintain less than or equal to 6% University debt ratio
- ▶ Increase the University's unrestricted net assets by \$20 million annually by FY 2023-24
- ▶ Grow direct spend with diverse vendors by at least 2% per year by FY 2024-25
- ▶ Sustain undergraduate alumni giving participation at a rate of greater than 20% through FY 2026-27
- ▶ Build sustainable program that can raise \$300M in New Gifts & Commitments per year by FY 2027-28
- ▶ Achieve an annual net reduction of campus greenhouse gas (GHG) emissions of 3% through 2030
- ▶ Achieve the Boundless Impact Campaign goal to raise \$1.872B by FY 2026-27



LOOKING TOWARD THE FUTURE

A core component of Beyond Boundaries seeks to grow a culture of “continuous planning” at Virginia Tech. Continuous strategic planning involves monitoring goals, metrics, and milestones for existing priorities; identifying, developing, and advancing new strategic priorities; and ensuring a culture of self-evaluation, innovation, agility, and adaptability.

As Virginia Tech builds upon this strategic planning framework and develops a culture of continuous planning across the university, this framework will be a university-level guide for colleges, institutes, offices, departments, and units as they develop their respective strategies and plans to advance institutional priorities.

Feasibility studies will inform prioritization, implementation, and the development of processes to identify and incubate new ideas and increase decision-making transparency and efficiency throughout the institution. Key university leaders will be identified to champion specific initiatives, and a collaborative, partnership-driven continuous planning process will help Virginia Tech achieve milestones and advance its **BEYOND BOUNDARIES** vision.

TOGETHER, WE WILL ADVANCE THE VIRGINIA TECH DIFFERENCE.





THE VIRGINIA TECH DIFFERENCE:
ADVANCING BEYOND BOUNDARIES





BEYOND BOUNDARIES

