

OFFICE FOR STRATEGIC AFFAIRS
VIRGINIA TECH

VIRGINIA TECH

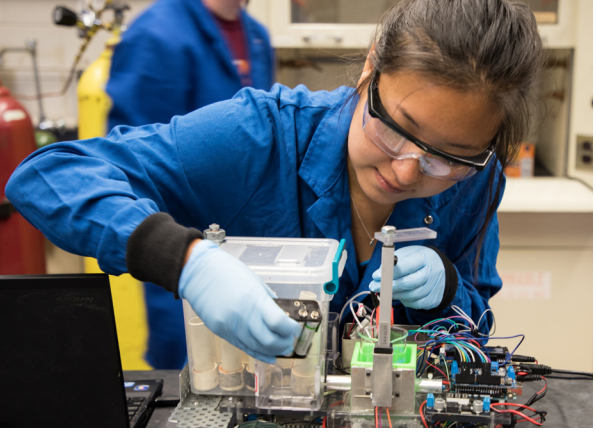
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STRATEGIC PLANNING TIMELINE

2015-2017
Beyond Boundaries long-term vision was created.

FALL 2017-SPRING 2018
Strategic Planning Committees formed to explore metrics and rankings and advancing research. Campus engagements commenced.

SUMMER 2018
Roundtable Discussions, Diversity Summit, and Fall Engagements were held to inform key themes and priorities.

FALL 2018
Fall Engagements were held. Committees continued their work, campus feedback was synthesized and emerging themes were communicated.

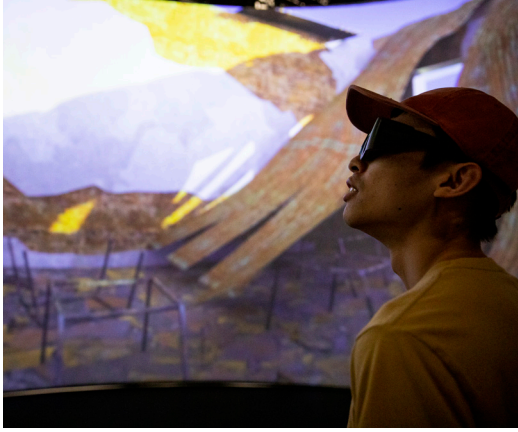
SPRING 2019
Ongoing discussions were held with key stakeholders, faculty, and staff to inform Executive Summary and comprehensive document.

SUMMER 2019
The final version of the Strategic Plan was presented in June 2019.

2019 - 2020
Collaborative, partnership-driven continuous planning process launches, including the development of unit-level strategic plans and feasibility studies to inform prioritization and implementation.







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

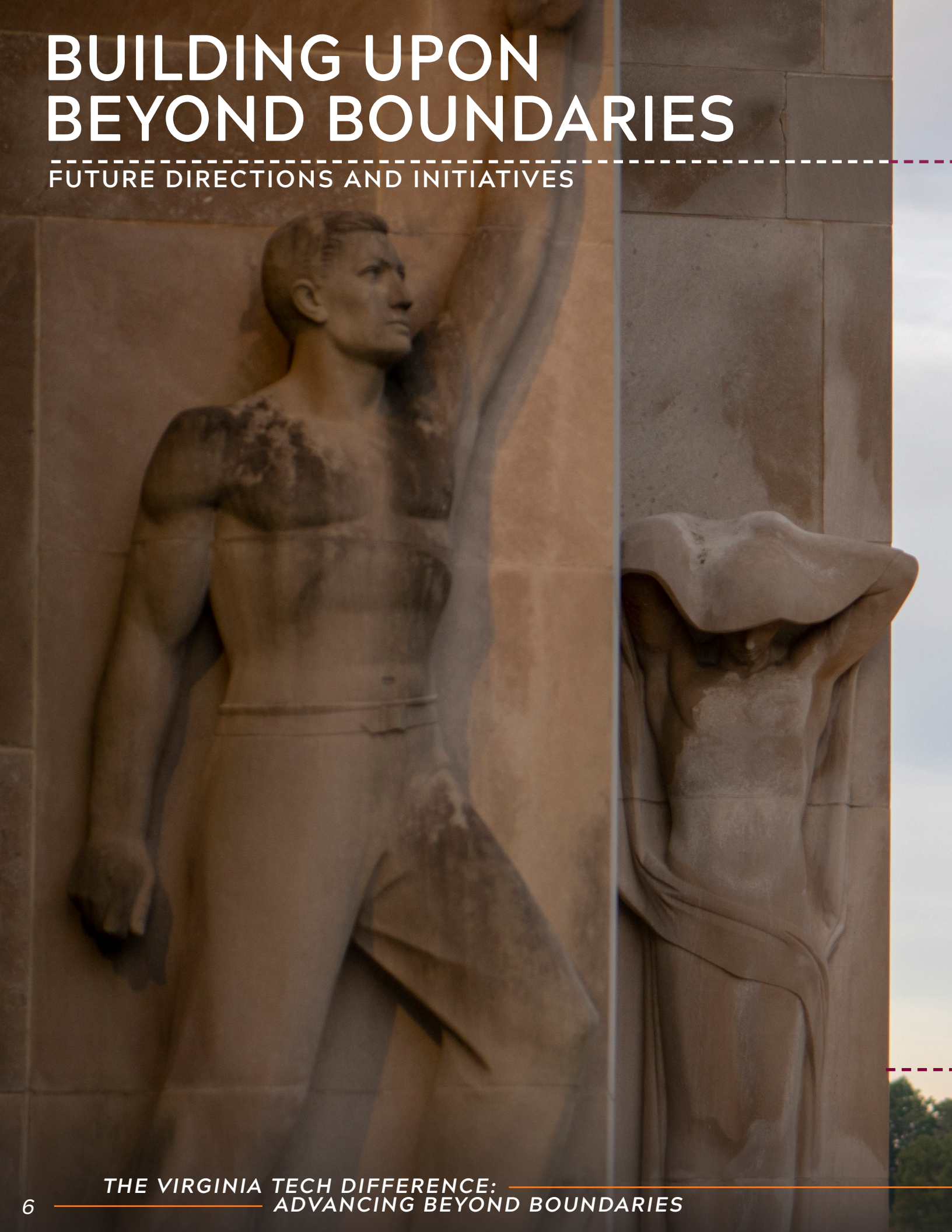
The strategic planning process involved significant iteration, engagement, and collaboration with the university community. Throughout this comprehensive and inclusive process, the Virginia Tech community was engaged to discuss initial and evolving drafts and gather and incorporate feedback on the strategic 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

FUTURE DIRECTIONS AND INITIATIVES



BEYOND BOUNDARIES

KEY PRINCIPLES AND CONCEPTS

- *Ut Prosim* (That I May Serve), Academic Excellence, and World Class Research
- Engagement with the Whole Person
- Innovation
- Affordability and Accessibility
- VT-shaped Discovery
- Communities of Discovery
- Nexus of Discovery

BEYOND BOUNDARIES

CURRENT INITIATIVES

- Experiential Learning
- Campus Master Plan
- Industry Partnerships, Licensing, and Entrepreneurship
- InclusiveVT
- Innovation Campus and the greater Washington, D.C, area expansion including Academic Incubator/Accelerator
- Virginia Tech Carilion Partnership in Roanoke
- Rural Virginia Initiative
- Agricultural and Natural Resources Initiative
- Commonwealth Cyber Initiative
- Beyond Boundaries Scholarship Program
- Transdisciplinary Research and Learning Communities (Research Institutes, Centers, Areas)
- Pathways General Education Curriculum
- Partnership for an Incentive-Based Budget (PIBB) Model

BEYOND BOUNDARIES

STRATEGIC PRIORITIES

- Regional, National, and Global Impact
- *Ut Prosim* (That I May Serve) Difference
- Talent Destination
- Institutional Excellence

OUR MOTTO

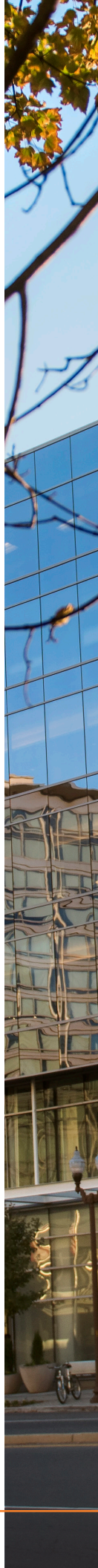
Our motto, ***UT PROSIM*** (That I May Serve), emphasizes our commitment to serve individuals and society.

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.









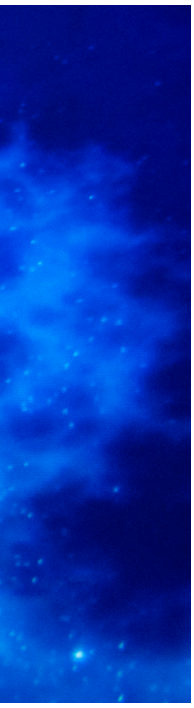






THE VIRGINIA TECH DIFFERENCE:
ADVANCING BEYOND BOUNDARIES







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.

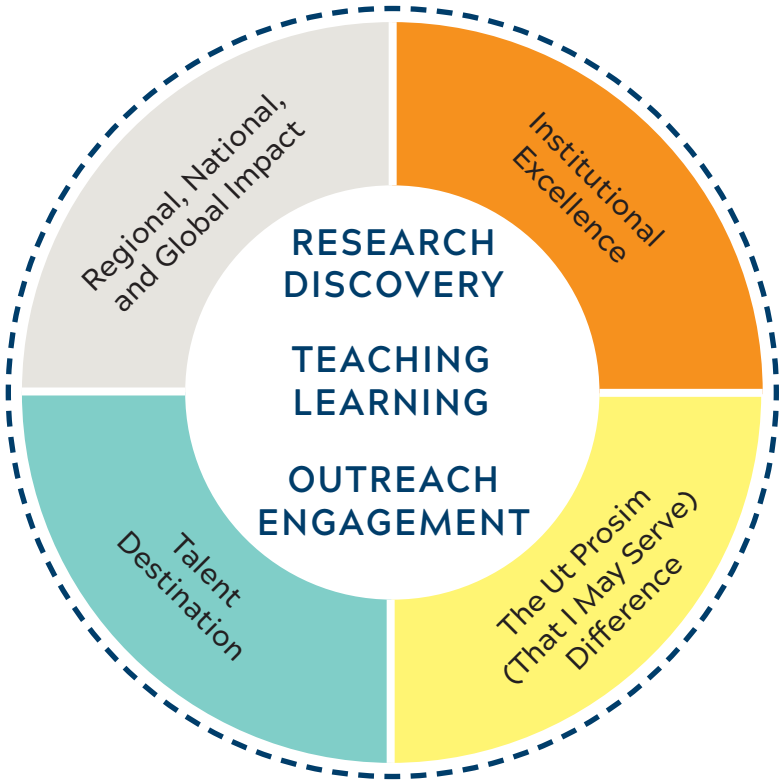
EXCELLENCE AND INTEGRITY

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:

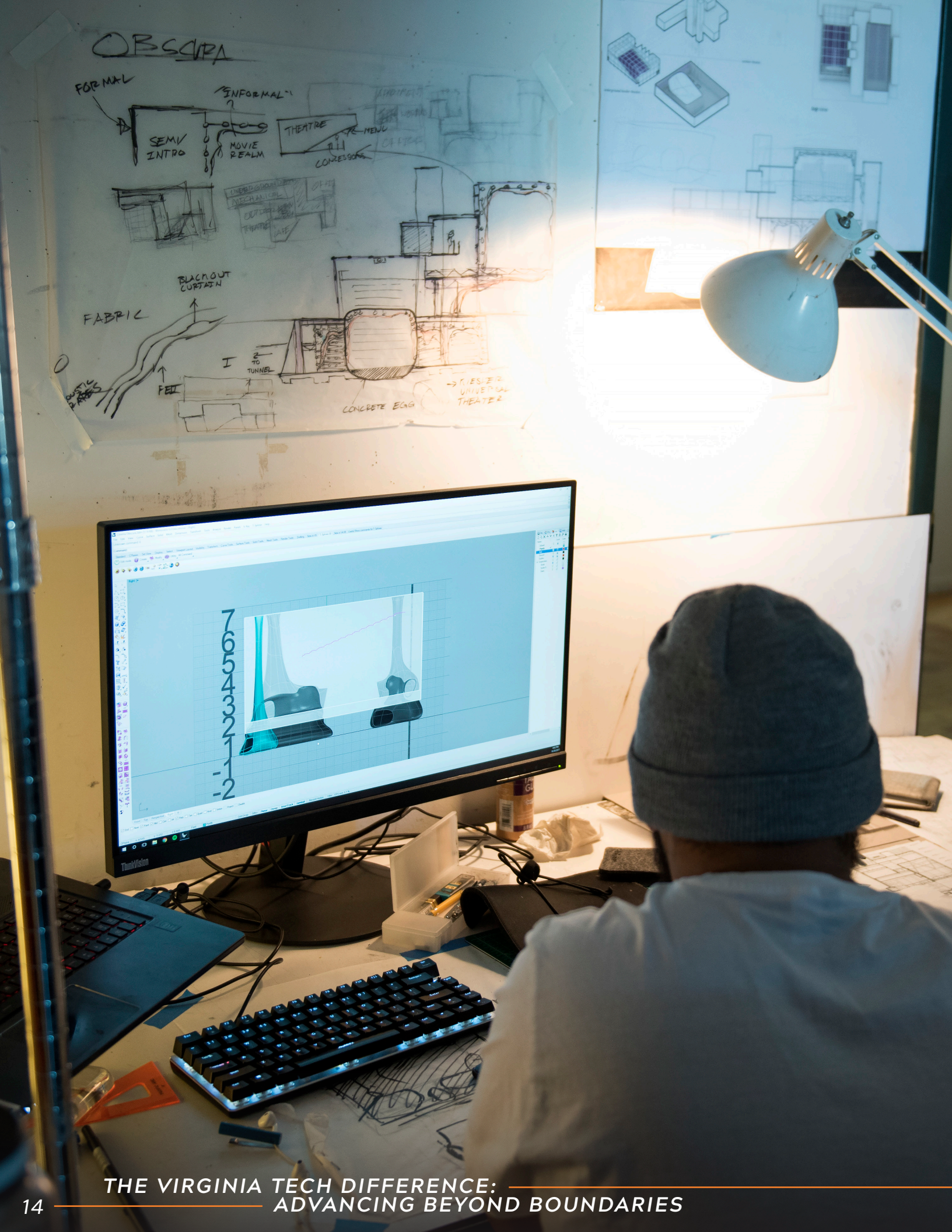
ADVANCE REGIONAL, NATIONAL, AND GLOBAL IMPACT

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.


OBSCURA
FORMAL
INFORMAL
SEMI INTRO
MOVIE REALM
THEATRE
CONCESSIONS
BLACKOUT CURTAIN
FABRIC
TO TUNNEL
FELT
CONCRETE EGG
UNIVERSAL THEATER
ThinkVision



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. 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


BHANGRA at
VIRGINIA TECH
adidas



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

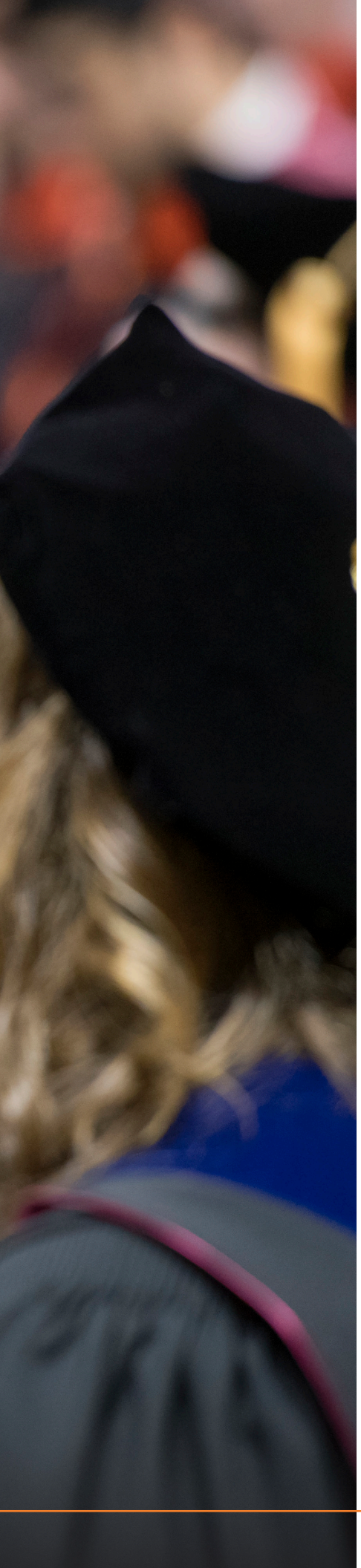
GOAL 2

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

INITIAL MILESTONES *THREE TO FIVE YEAR TIMELINE*

ADVANCE REGIONAL, NATIONAL, AND GLOBAL IMPACT

- Increase extramural research expenditures to $410M by 2024
- Achieve Top 10 U.S. public land-grant (WSJ/THE U.S. College Rankings) by 2024
- Achieve Top 13 U.S. land-grant (THE World University Rankings) by 2024
- Ensure 100% of academic majors have a required experiential learning component by 2024
- Reach 30,000 undergraduate students by 2023
- Increase graduate student enrollment to 22% of undergraduate enrollment by 2024 (includes Innovation Campus Master Degree Students)
- Achieve Top 1/3rd (66th percentile) of internationally and nationally recognized faculty awards by 2022
- Achieve Top 1/3rd (66th percentile) of internationally and nationally recognized faculty publications and citations by 2022
- Increase the diversity (number of countries represented) of international faculty to 100 by 2024
- Increase international student representation from the countries outside of the top two countries by 50% by 2024
- Advance the Rural Virginia Initiative with 20 funded projects by 2022

ELEVATE THE UT PROSIM (THAT I MAY SERVE) DIFFERENCE

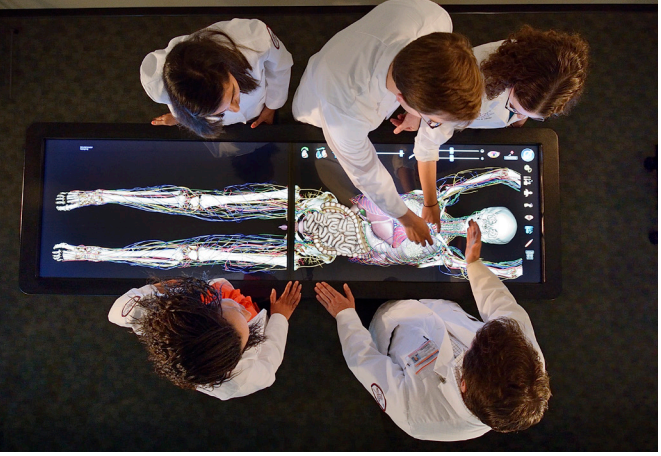
- Achieve 25% representation of underrepresented minority students in the entering class (freshmen and transfers) by 2022
- Achieve 40% representation of underrepresented minority or underserved students (Pell-eligible, first generation, and veterans) in the entering class (freshmen and transfers) by 2022
- Increase the total enrollment in the Corps of Cadets to 1400 by 2022
- Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024
- Increase underrepresented minority faculty to 15% (which is equal to or greater than the mean Research (R1) Public Land-Grant Universities) by 2024
- Increase female faculty representation to 50% (which is equal to or greater than the mean Research (R1) Public Land-Grant Universities) by 2024
- Increase underrepresented minority faculty new hires to 25% annually by 2022
- Increase female faculty new hires to 50% annually by 2022
- Ensure 100% of graduate programs of study include a required cultural competency component by 2022
- 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 2024
- Increase undergraduate students graduating with at least two Pathways courses that satisfy the Intercultural and Global Awareness integrative concept to 25% by 2024
- Increase representation of underrepresented minority staff and administrative and professional faculty to 25% by 2024

BE A DESTINATION FOR TALENT

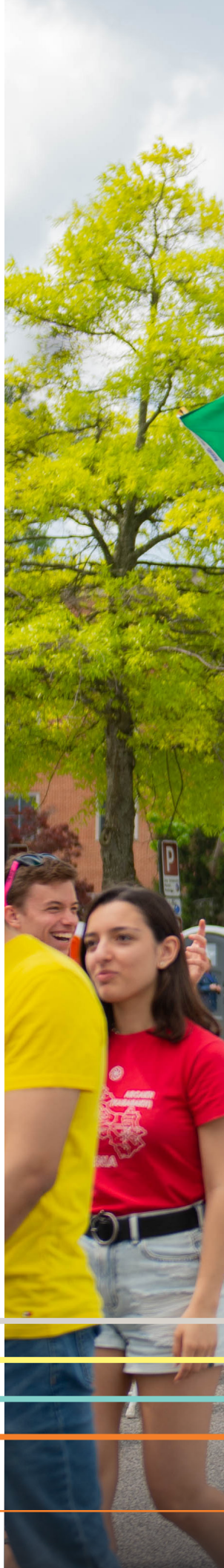
- Achieve progress in competitive faculty salaries towards 50th percentile of top 20 Research (R1) Public Land-Grant Universities by 2024
- Achieve progress in competitive administrative and professional faculty and staff salaries towards the 50th percentile of relevant market range by 2024
- Increase the four-year graduation rates for all undergraduate (entering freshmen) students to 70%
- Increase the three-year graduation rates for all undergraduate transfer students to 75%
- Reduce the average student loan debt per graduating senior to $25k by 2024
- Increase faculty and staff satisfaction with career advancement opportunities to at least 75% as reported in Employee Climate Survey by 2022
- Increase faculty and staff satisfaction with work-life balance to at least 75% as reported in the Employee Climate Survey by 2022
- Increase students participating in Hokie Mentorship Connect Program to 25% by 2022
- Increase on-campus students living in Living Learning Programs to 67% by 2024

ENSURE INSTITUTIONAL EXCELLENCE

- Achieve 100% completion of college and unit-level strategic plans by May 2020
- Achieve maintenance reserve funding in the range of 1 - 1.5% of facility values for auxiliaries
- Maintain Debt Rating in the AA or Aa Range
- Maintain = or < 5% University debt ratio
- Increase the University's unrestricted net assets by $20 million annually by 2024
- Achieve an increase of at least 10% in total SWaM expenditures for each of the SWaM categories annually by FY22
- Increase the endowment to $1.6B by FY22
- Increase alumni giving to 22% by FY22
- Increase funds raised annually to $175 million by FY23







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 adaptibility.

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.


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BRASIL
@VT







BEYOND BOUNDARIES


THAT I M