REPORT OF THE AUGUST 26, 2018, INFORMATION SESSION

An information session (open session) for the Board of Visitors was held on Sunday, August 26, 2018, from 12:45 to 2:15 p.m. in Room R3012 at the Virginia Tech Carilion School of Medicine and Research Institute located at 2 Riverside Circle, in Roanoke, Virginia. There were no action items, and there was no public comment period. The agenda included:

- Update on Strategic Planning by Dr. Menah Pratt-Clarke, Vice President for Strategic Affairs and Vice Provost for Inclusion and Diversity.
- Presentation on Commonwealth Cyber Initiative by Dr. Theresa Mayer, Vice President for Research and Innovation and Dr. T. Charles Clancy, Director, Hume Center for National Security and Technology.
- Constituent Reports by Dr. John Ferris (faculty rep), Mr. Robert Sebek (staff rep), Mr. Zo Amani (graduate student rep), and Ms. Rachel Iwicki (undergraduate student rep).
- Review of the Annual Cycle of BOV Agenda Items by Rector Dennis Treacy.
- Tours of the Virginia Tech Carilion School of Medicine and Research Institute by Dean Cynda Johnson and Dr. Michael Friedlander.

(Copies of the presentations are filed with the permanent minutes and attached.)

Virginia Tech Board of Visitors Meeting

Information Session

Sunday, August 26, 2018
12:45 – 2:15 p.m.

Virginia Tech Carilion School of Medicine
and Research Institute (VTC)
Room R3012
Roanoke, Virginia

Strategic Planning Update
- Dr. Menah Pratt-Clarke, Vice President for Strategic Affairs & Vice Provost for Inclusion and Diversity

Commonwealth Cyber Initiative
- Dr. Theresa Mayer, Vice President for Research and Innovation
- Dr. T. Charles Clancy, Director, Hume Center for National Security and Technology

Constituent Reports
- Ms. Rachel Iwicki, Undergraduate Student Representative to the Board
- Mr. Zo Amani, Graduate Student Representative to the Board
- Mr. Robert Sebek, Staff Representative to the Board
- Dr. John Ferris, Faculty Representative to the Board

Annual Cycle of BOV Agenda Items
- Mr. Dennis Treacy, BOV Rector

Strategic Planning Update

Menah Pratt-Clarke
Vice President for Strategic Affairs

Strategic Planning Process Update
August 2018

VIRGINIA TECH™

Office for Strategic Affairs

Summer Work PIan

- Refine and revise vision, mission, values, and objectives

- Begin to identify emerging themes for strategic objectives

- Begin research on metrics and rankings

VIRGINIA TECH

Summer Engagement

❑ **Expert discussions.**

➤ May – July 2018: Roundtable discussions with over 250 experts from across the campus engaged in conversations about strategic objectives.

❑ **Researching metrics and rankings.**

➤ May 2018: Members of subcommittee began to articulate characteristics of good metrics and quality data, as well as key principles for defining and applying metrics.

Office for Strategic Affairs

Virginia Tech

Summer Engagement

❑ Created an inventory of currently utilized and reported metrics.

❑ Connected strategic objectives to Board of Visitors dashboard, Presidential metrics, and Beyond Boundaries metrics.

❑ Refined mission, vision, core values, and strategic objectives, and created key themes.

Office for Strategic Affairs

VIRGINIA TECH

Campus Conversation and Engagement

How does the Ut Prosim Difference (in the context of differentiation and diversity) allow Virginia Tech to distinguish itself from other universities in terms of teaching, research, and service?

VIRGINIA TECH

Draft work in progress: Strategic Planning August 2018

Executive Summary

The following provides a high-level summary of the results to date of the work of the Office for Strategic Affairs and its Strategic Planning Committees over the past nine months. This process has included engagement sessions and presentations with the campus community throughout the spring as well as summer roundtable discussions with over 250 experts across campus, and includes:

- The proposed mission, vision, strategic objectives, and core values
- Key emerging themes for each strategic objective
- Existing and proposed Board of Visitors dashboard metrics, Presidential metrics, and/or Beyond Boundaries metrics

Draft Vision

Virginia Tech positively transforms lives and communities and inspires the world in the spirit of its motto, Ut Prosim (That I May Serve).

Draft Mission

As a comprehensive global public land grant university, Virginia Tech positively transforms lives and communities by creating, conveying, and applying knowledge, technology, and experiences within the Commonwealth of Virginia and throughout the world.

Draft Core Values

Ut Prosim: Our motto, That I May Serve, underscores our commitment to service to individuals and society in all its forms.

Diverse and Inclusive Communities: We value the educational benefits of diverse ideas, peoples, and cultures and the equitable inclusion of individuals 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 its land-grant mission.

Collaboration: 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, both personally and professionally.

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: We value continuous evaluation and improvement to advance individual and institutional objectives.

Objectives and Emerging Themes

Strategic Objective(s)	Beyond Boundaries Concepts	Emerging Themes
Land Grant, Engagement, and Economic Impact: Leverage Virginia Tech's rural and urban presence to support Commonwealth of Virginia, the nation, and the world.	Be nationally/internationally recognized for excellence in academics, research, and innovation. Utilize research and service to address complex global issues.	Grow Virginia Tech's research, technology, policy, undergraduate, graduate, and professional education portfolios in the NCR. Grow and expand Virginia Tech Carilion Health Sciences and Technology (HS&T) enterprise in Roanoke and Blacksburg to support research, teaching, community engagement, and economic growth. Develop an effective communications strategy to promote Virginia Tech. Ensure a robust relationship with the Commonwealth of Virginia as a land-grant institution. Create greater cohesiveness and ensure a robust infrastructure between Blacksburg, Roanoke, and the NCR.
Research, Discovery, and Innovation: Advance knowledge acquisition and dissemination, discovery, innovation, and the creative process within and across disciplines within the Commonwealth of Virginia, the nation, and the world.	Be nationally/internationally recognized for excellence in academics, research, and innovation. Utilize research and service to address complex global issues. Extend beyond current disciplinary boundaries to form a living laboratory that will project Virginia Tech to the world and bring the world to Virginia Tech.	Create and grow industry partnerships in Blacksburg, Roanoke, and the NCR. Translate research discoveries into commercial products. Leverage strengths and areas of opportunity across Institutes, Destination Areas, Strategic Growth Areas, and cross-college collaboration. Develop and support state-of-the-art infrastructure for effective and efficient research administration. Develop and expand sustainable, state-of-the-art, shared-use instrumentation facilities. Identify core areas for investment in graduate education, excellence, and growth. Increase externally funded research expenditures. Increase domestic and international transdisciplinary and interdisciplinary collaboration.

Strategic Objective(s)	Beyond Boundaries Concepts	Emerging Themes
Inclusion, Diversity, and Excellence: Promote the institutional and individual commitment to community, diversity, and inclusion.	Expand breadth and depth of educational and experiential opportunities through inclusion and diversity.	Promote an inclusive climate through education and engagement for students, faculty, and staff around diversity and inclusion in Blacksburg, Roanoke, and the NCR. Develop organizational structures to promote unit-level accountability for sustainable institutional transformation. Integrate diversity and inclusion as part of the academic mission. Ensure a robust infrastructure for diversity and inclusion support.
Student Achievement and Preparation: Prepare students, through innovative teaching and learning and holistic and comprehensive curricular and co-curricular experiences, to be empathetic, creative, informed, engaged, and equipped to be of service to society.	Preparing Students: Create innovative approaches to teaching and learning. Compete for top talent in faculty, staff, and students. Flexible, personalized degrees.	Incorporate VT-shaped learning, including disciplinary depth, interdisciplinary capacities, and experiential learning, into every undergraduate, graduate, and professional student experience. Develop a responsive and innovative portfolio of post baccalaureate programs, degrees, and certificates to meet societal needs. Identify core areas for graduate education, excellence, and growth. Increase financial aid and scholarships to attract talent. Increase the number of underrepresented minority students. Increase the number of underserved students (including first-generation, veterans, and Pell-eligible students). Prepare students to exemplify the Ut Prosim Imperative in the spirit of InclusiveVT: to be of service, to anyone at anytime and anywhere. Promote holistic wellbeing as the cornerstone of student success. Ensure a robust infrastructure and student support access in Blacksburg, Roanoke, and the NCR. Offer flexible and personalized degrees.

Strategic Objective(s)	Beyond Boundaries Concepts	Emerging Themes
Faculty and Staff Success: Recruit and retain talented, creative, innovative, and collaborative faculty and staff.	Compete for top talent in faculty, staff, and students.	Review policies related to work-life balance including childcare, eldercare, spousal support, and partner hires. Ensure a robust infrastructure for faculty and staff support in Blacksburg, Roanoke, and the NCR. Increase faculty and staff compensation. Increase the underrepresented minority percentage of faculty. Increase the percentage of women faculty.
Alumni Engagement: Engage, support, value, and recognize the talents and influence of Virginia Tech alumni.	Increase alumni engagement.	Develop lifelong learning opportunities for alumni engagement with Virginia Tech throughout their lives, studies, and careers. Engage, support, value, and recognize the talents and influence of alumni. Create opportunities for alumni to engage around diversity and inclusion. Ensure a robust infrastructure and database for alumni engagement in Blacksburg, Roanoke, and the NCR.
Financial Sustainability: Identify and manage new, diverse, and sustainable revenue sources and implement versatile and robust financial management models and systems.	Identify new and diverse revenue sources for future growth. Address continued funding cuts and disinvestment at federal and state level. Make clear case for philanthropy and public/ private partnerships.	Develop and implement a data-informed budget process through the Partnership for an Incentive-Based Budget (PIBB). Increase diversity of funding sources including growing philanthropy and major gifts. Ensure a robust infrastructure and database for financial modeling and systems in Blacksburg, Roanoke, and the NCR. Increase our endowment. Grow alumni giving rate.

| Strategic Objective(s)	Beyond Boundaries Concepts	Emerging Themes
Physical and Technological Infrastructure: Create and sustain an infrastructure for world-class talent through a technology-enhanced, data-enabled, sustainable and interconnected network of campuses.	Determine future campus facility and infrastructure needs.	Implement the Campus Master Plan to support growth in Blacksburg, Roanoke, and the NCR. Align and streamline institutional processes and policies to support growth, excellence, and collaboration in Blacksburg, Roanoke, the NCR, and other locations across Virginia. Ensure a robust physical plant with a focus on sustainability, environmental compliance, health, and safety. Develop and ensure a robust information technology system. Develop infrastructure to enable the use of data to inform decisions.
Continuous Planning and Assessment: Integrate continuous planning, evaluation, and assessment to ensure the organizational capacity for agile, flexible, and data-informed decisions, as well as operational efficiency and effectiveness.	Become more operationally nimble and adaptable to industry challenges and funding challenges.	Establish a process for continuous planning to enable Virginia Tech to identify and seize opportunities based on an ongoing, data-informed approach responsive to market opportunities and challenges. Create a process for continuous evaluation and assessment of current initiatives and efforts to measure impact, adapt approaches in order to achieve desired results, and sunset efforts when necessary. Establish a process to capitalize on opportunities in Blacksburg, Roanoke, and the NCR as new opportunities arise.

Commonwealth Cyber Initiative

Theresa Mayer, Vice President for Research and Innovation

Charles Clancy, Director, Hume Center for National Security and Technology

Addressing Acute Needs of Global Importance

- Disruptive technologies like the Internet of Things (IoT) and Artificial Intelligence and Machine Learning (AI/ML) will have a profound impact on society, and need to be developed and employed in a secure way.

- Virginia has the opportunity to be the global leader in this field if its unique assets are appropriately marshalled.

- The region has the densest cyber workforce in the world, with the highest number of unfilled positions.
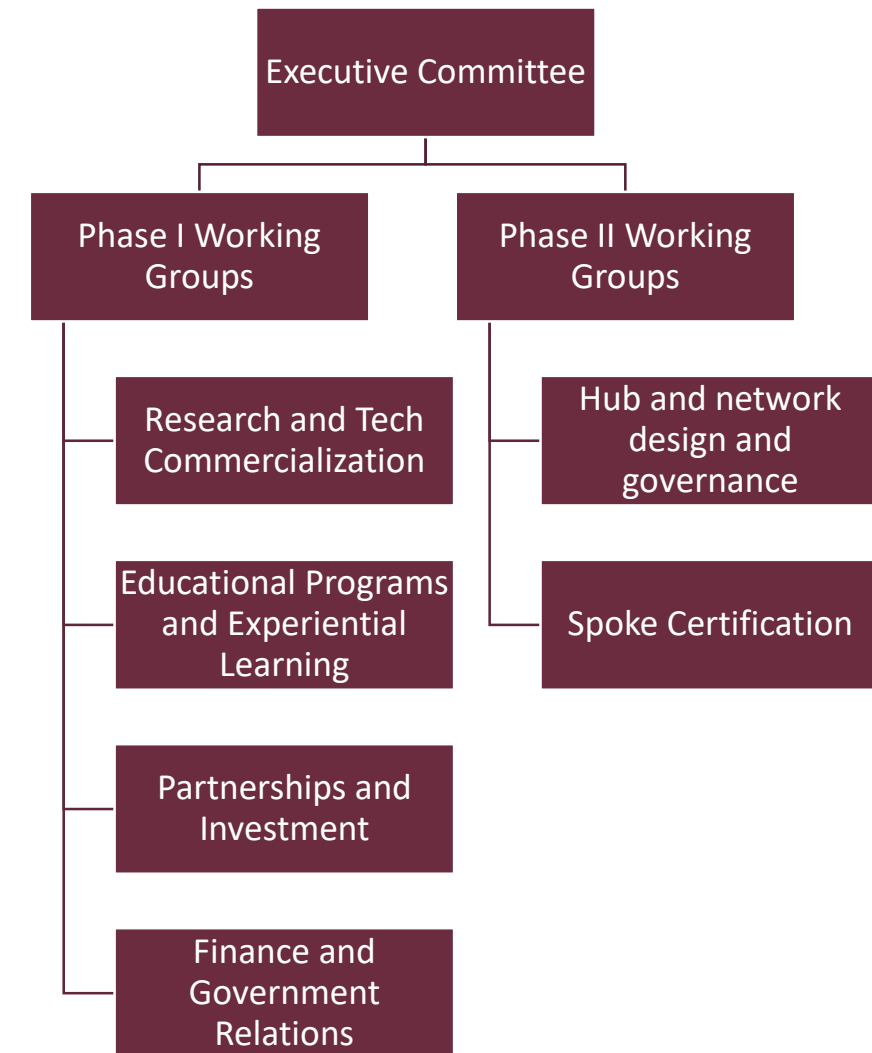
DC Metro Region
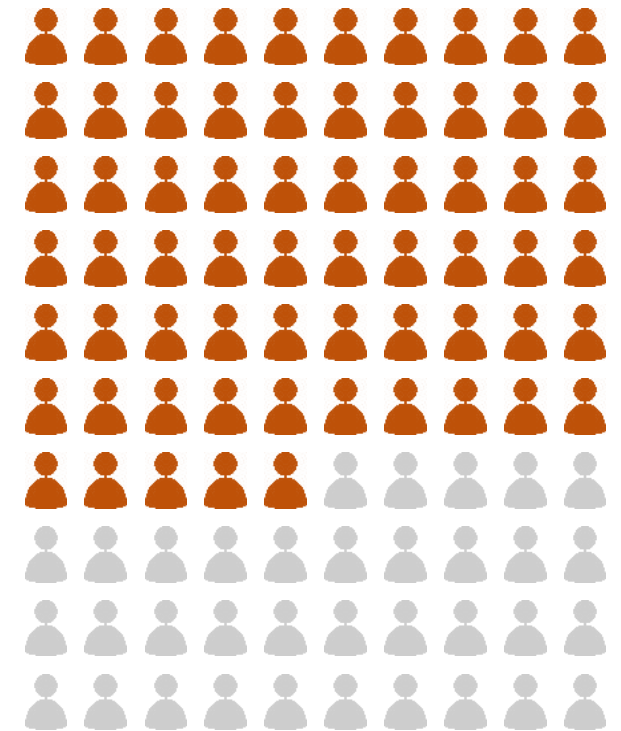
125,000 Cyber Jobs
35% Unfilled

Approach

- The Commonwealth Cyber Initiative (CCI) leverages $25M in initial state funding to build a network out of state colleges and universities.

- Virginia Tech leads a hub based in Northern Virginia that connects the network's research, innovation, and a workforce pipeline with the needs and resources of industry and government.

- A Blueprint Advisory Council has been formed to deliver an implementation plan to the state by December 1, 2018.

Executive Committee

Phase I Working Groups

- Research and Tech Commercialization
- Educational Programs and Experiential Learning
- Partnerships and Investment
- Finance and Government Relations

Phase II Working Groups

- Hub and network design and governance
- Spoke Certification

Programmatic Aspects

Sustained, strategic research sponsorship from selected industry and government partners

New approach to partnerships that fully integrates research, innovation, education, and recruiting

Innovation ecosystem that connects and collocates researchers, students, entrepreneurs, and investors

Education and training programs that connect to the changing needs of both students and employers

Measuring Success

- "The Commonwealth Cyber Initiative shall be established to serve as an engine for research, innovation, and commercialization of cybersecurity technologies, and address the Commonwealth's need for growth of advanced and professional degrees within the cyber workforce."

- Key metrics include:
  - Increase commercial product-oriented startup companies launched/funded;
  - decrease the cyber workforce gap;
  - increase in strategic "national center" grants/contracts; and
  - increase joint research grants/contracts among Commonwealth universities.
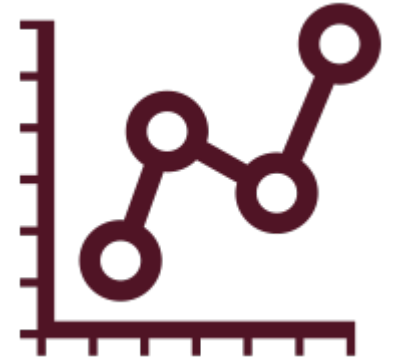
Key Take-Aways

- CCI puts Virginia Tech at the helm of a major Commonwealth effort to be a leader in critical and emerging technologies

- Success requires productive collaborations across academia, industry, and government

- CCI is the first step in building capacity at scale in NCR in the areas of data, security, and autonomy

- Accomplishing these objectives is a $300M undertaking, inclusive of state/university investment, philanthropy, industry partnerships, and federal funding

Undergraduate Student Constituency Report
Virginia Tech Board of Visitors
August 27, 2018
Presented by Rachel Iwicki, Undergraduate Student Representative

Good afternoon, Rector Treacy, President Sands, members of the Board of Visitors, and distinguished guests.

I am excited, grateful, and truly humbled to officially be serving the undergraduate student body during such a pivotal time in the university. Given that I am at the beginning of my term, I'd like to share some of the excitement that comes with the beginning of the academic year.

Over the past few weeks, students have been flocking back to Blacksburg, eager to be back among friends and Hokie Nation. Although it probably goes without saying, the sense of community is unmistakable. A walk through campus at this time of the year is an incredible experience. You may see students excitedly reuniting for the first time in months, hanging out on the drillfield, or happily helping out the freshman who looks like they are having just a little bit of trouble finding a class. Laughter and smiles are prevalent and it is no surprise that Virginia Tech rose 5 spots to #14 for happiest students according to the Princeton Review.

Students have also noticed some changes to campus that were made over the summer. There are a few new options for physical activity including the new Venture Out Challenge Course, recently installed ROAM NRV bikeshare hubs, and the construction of a Fitness Park in Prairie Quad. Students were also happy to find new study spaces on campus, such as the variety of tables and outlets recently installed in Hancock Atrium. Having powered study areas is important to students and these areas quickly became occupied as students returned.

Also new to campus are over 6,400 freshmen. This year, we welcome Virginia Tech's sesquitennial class: The Class of 2022. This class is also the first to pursue the Pathways to General Education. While some students are still unsure about the mechanics of the the new program, they seem excited about the variety of ways they can meet the requirements. Many of the freshman also came to campus excited about the opportunities available at Tech and took advantage of the myriad of activities offered as a part of "Welcome Week." GobblerNights, a movie night on the Drillfield, and the Community Kickoff put on by the Cultural and Community Centers were some of the

most popular events. Having events such as these really help students transition to the college environment and were well-appreciated by the new students.

The new students also did not have to worry about issues experienced last year. Between the smaller freshman class size and the re-opening of O'Shaughnessy Hall, last year's housing concerns appear to be behind us. This year, Resident Advisors do not have roommates, giving them the space to provide quality support to residents and on-campus students are no longer living in temporary housing. While housing concerns were addressed, other recurring concerns still remained at the forefront of students' minds.

One of the most talked about events of the summer for upperclassmen was the addition of signage indicating that commuter parking passes would no longer be valid in the Perry Street parking areas. News about the changes spread quickly through various social media platforms as students speculated what changes were being made. Soon we found out that a limited number of premium parking passes would be offered for the Perry Street area at a price of $389, which is $100 more than the standard commuter passes. The premium passes sold out in a matter of days, leaving many students frustrated, especially carpoolers whose passes were no longer valid in the prime area. Even with frequent transport offered from the Duck Pond Lot to the academic portions of campus, commuters are still concerned about how transportation will pan out in their lives. Many of the concerns cited full buses when commuting to campus and less frequent public transport options for those who stay on campus late. With student feedback and help from Parking and Transportation, I believe we can address many of the concerns.

I have also begun to meet many incredible students and university leadership to discuss the various aspects of the university's operations and student feedback. While there is a lot to love about this university, these meetings reinforced that there are also many areas that we can improve upon.   Students remain concerned about growing enrollment, diversity and inclusion, space on campus, and the aforementioned parking. We have gaps of understanding between students and administrators due to a lack of effective communication. This year I would like to focus on opening up communication channels between students and administrators as well as increasing understanding of student desires and university governance through writing columns or finding other effective methods or media outlets. I am in the process of meeting more and more groups to figure out how we can best address concerns and how information can be better communicated. So far, responses have been great.

Over the course of the year, I hope to challenge and engage both sides to work together effectively as the university pursues its Master Plan. I hope that this effort will set a precedent for student engagement in governance for years to come. Outside of the increased engagement, I am eager to help students in any way possible, so please contact me if you think there is something I can help with. I look forward to updating you on our progress during the next meeting, but for now, thank you for your time and go Hokies.

Virginia Tech Board Of Visitors

August 2018 Board Meeting
Graduate Student Representative: Lorenzo "Zo" Amani
Constituency Report #1

Introduction:

1. I'd like to thank President Sands, Board Rector Mr. Treacy, Board members, University leadership, and the graduate student population for entrusting me to be the Graduate Student Representative to the Virginia Tech Board of Visitors for the academic year 2018-2019.

2. First, I'd like to share a little bit about myself. My name is Lorenzo but most people call me Zo. I'm a team player, self-starter, problem solver, and my self-knowledge and emotional intelligence keep me focused and balanced. This fall marks my fourth year in my PhD program in the Center for Public Administration and Public Affairs. My academic and career interests are in public management, personnel, organizations, and workforce development. For the last two summers, I've worked at the Federal Reserve Board of Governors in Washington D.C., I'm a Graduate Resident Fellow in West Ambler Johnston Hall on campus, and I'm the Graduate Student Representative to the Board of Directors for non-profit called the National Forum for Black Public Administrators.

Focus Areas:

3. Since I started my tenure, I've held several meetings with prior BOV graduate representatives, university faculty, staff, and administrators, and graduate students to determine the best approach to make a quantifiable impact during my tenure. Primarily, I plan to advance the understanding of our current resources on campus and our valuable "Transformative Graduate Education" curriculum to graduate students, the Board, and to the Virginia Tech Community. I expect that more efficient communication about our Graduate School's current resources will satisfy most concerns or questions, so I'll continue to learn of our current resources in great depth.

4. In addition to my primary efforts. Thus far, I've decided to focus on two areas while representing any additional concerns voiced to me by graduate students.
   a. Career and Professional Development
   b. Student Health and Wellness

5. I plan to fully address one major opportunity that can advance graduate students career and professional development, which is to consider methods to advance the Transformative Graduate Education Fund - particularly the GSA Travel Fund Program, so students can have more opportunities to share their scholarly work at conferences, which could foster better career and professional development outcomes by improving their public speaking and presentation skills, and to help them gain exposure to scholars, practitioners, resources, and career opportunities in their respective fields.

Conclusion:

6. In conclusion, I plan to work closely with my partner, who is my wonderful and trusted colleague Chelsea Lyles, a PhD student in the Higher Education program to work effectively towards fulfilling the responsibilities of this role. My role is to adequately represent the voices of Virginia Tech's graduate student population to the Virginia Tech Board of Visitors and vice versa. Throughout my tenure, I plan to uphold this valiant responsibility as diligently as possible. My constituency reports will represent my full efforts and I'll remain vigilant in seeking other perspectives to strengthen my report.

7. I look forward to working with everyone in this room to advance the graduate student experience, while simultaneously growing as a leader. Thanks again, and GO HOKIES!!!

Staff Senate Constituency Report
Virginia Tech Board of Visitors
August 27, 2018
Presented by Robert Sebek, Staff Senate President

Good afternoon Rector Treacy, members of the Board of Visitors, President Sands, administrators and distinguished guests. It is an honor to present to you updates from staff at Virginia Tech.

Staff Senate has already begun planning for a year of growth and continued exploration of issues affecting our lowest paid employees. We welcomed new senators to our July meeting and have reached out to areas not yet represented in Senate. I have met this weekend with staff from the Virginia Tech Carilion School of Medicine and the Research Institute to ensure they can fully participate in shared governance and decision making processes.

The Senate's child care committee is actively working on multiple proposals to improve access to affordable child care in the New River Valley. We will hear from local government representatives in September about access to affordable housing—an increasing concern among staff as older Blacksburg apartment complexes convert to luxury housing for affluent students, pricing out staff who have previously lived there. As the student body continues to grow, housing pressures close to the university result in staff living farther away, increasing their commuting expenses. Staff Senate has highlighted discounted parking options and alternative transportation services as a means to alleviate these costs.

We are excited to work with our new Vice President for Human Resources, Bryan Garey, when he starts in September. Under the Restructuring Act of 2006, university staff could have more options in terms of compensation, benefits, and leave than could classified staff limited under the state system, much as faculty employees long have had. In the past 12 years, the only change made for university staff has been the addition of merit raises in years when there has been no statewide raise. However, the other two institutions under the restructuring act, UVA and William & Mary, have implemented many changes to compensation ranges, available benefits, and leave programs. Senate leadership wants to work closely with Vice President Garey to explore similar changes that could be implemented here at Virginia Tech. These changes can improve our ability to recruit, retain, and develop staff who will support programs across the university as it continues to grow and improve.

Respectfully submitted,

Robert Sebek
President, Staff Senate

Faculty Senate Constituency Report
Virginia Tech Board of Visitors
August 27, 2018
Presented by John Ferris, Faculty Senate President

Time. I have 3-5 minutes to talk to you about time. I'll give you the first punchline: there is no excess faculty time. The idea that small additional tasks can be added to faculty workload without any negative effects has long past. Those days are over. The low hanging fruit has been picked. The bucket is full. If you add even a drop, then some other drops will splash out.

Faculty are accustomed to working long hours. Before coming to the university, faculty work hard to establish themselves as experts in their field, then go through a year-long vetting process to be given the opportunity for a 6-year interview (the tenure process). Faculty are extreme type-A personalities. We need no charging. We need no winding. We come to the university revved up and ready.

However
- According to SCHEV the total undergraduate enrollment has increased about 13% in the last 4 years while the number of faculty has only increased by half that amount.
- There are numerous initiatives being implemented, EFARs, the PIBB, SGAs, DAs,
- There is training ranging from the changing software tools (Blackboard, to Scholar, to CANVAS) to how to handle conflicts of interest.

Teaching is essential, the initiatives are laudable, and the training is important. But be aware that they all require faculty time, and, like it or not, the bucket is full and some other important things will splash out.

We can discuss methods for improving efficiency, but the fundamental issue is that the faculty engine has been running at the red-line for too long. This is coupled with general unrest and uncertainty due to turnover in administration and a multitude of initiatives for which we have little real input or information.

If research expenditures decrease or teaching evaluations are less favorable, that should come as no surprise.

This is not complicated. We don't need more charts. We don't need more people and resources dedicated to inventing new ways to measure those of us who are performing the central mission of the university: the creation and dissemination of knowledge

through teaching and scholarship. Students love Virginia Tech because of their interactions with faculty, staff and each other. Faculty love Virginia Tech primarily because of their interaction with students. We believe in the mission. Remove the hurdles. Let us focus on creating and disseminating knowledge.

I ask that every time you hear about some new initiative or program that will just take a small drop of faculty time, you consider the grant proposal that doesn't get written, the paper that doesn't get submitted, or the office hours that are cancelled.

Want faculty to be more productive? Help free us up to do our actual work: Research. Teaching. Service.

Specifically
- Faculty should focus on jobs that only faculty can do. Everything else should be done by someone else. Shouldn't someone else do the data entry required to move the information in my dossier to a database?
- When faculty time is required, sufficient planning should be done to minimize the demand. Can 2 hours of training be completed in 30 minutes?
- Let faculty manage their own time. How do you strike a balance between faculty participation and overburdening us? Ideally, participation should be open to all and required of none. Maximize transparency and access. Minimize requirements of faculty time outside our central mission.

This is critical because, as business leaders will attest, quality is most strongly a function of time and money devoted to the enterprise. We don't have excess time. We don't have excess money. We don't want quality to decline. We have to focus on the central mission.

The Faculty Senate is here to help. Last year we established a strong communication channel with the President and Provost. We recently initiated a Faculty Soundboard to learn about what is on faculty members' minds. During the next year we plan to provide concrete ideas to strip away all but the jobs that are essential to the health of the academic enterprise.

Stay tuned. More to follow.

Thank you.

Annual Cycle of BOV Agenda Items

August/September	November	March/April	June
Board orientation /retreat	Annual strategic plan progress report	Tuition and fees	All budgets
President's evaluation	Pratt Fund expenditures report	Graduate student compensation	Promotion and tenure
Faculty Handbook revision	External Awards – Ruffner Medal and University Distinguished Achievement Award	Faculty research leaves	Faculty compensation plan
National Distinction Program		Capital outlay plan/update	Six-year plan/update
Resolution to Exclude Certain Officers/Directors	Athletics department contractual payments for next calendar year	Selection of student reps for next academic year	Election of BOV Officers
ACC Governing Board Annual Certification	Discussion with APA auditor	University annual audited financial statement report	Enrollment Management Report
Resolutions of Appreciation for BOV whose terms ended	Review debt ratio/capacity	NCAA Compliance Report	Discussion with APA Auditor
		Related Corporations Annual Report on Performance Report	

Every Meeting:

Higher Ed Institutional Performance Measures

- New degree approvals/discontinued degrees
- Year-to-date Financial Performance Report
- Requests for emeritus status
- Naming of university facilities
- Endowed chairs/professorships/fellowships
- Litigation Report
- Personnel changes report
- Research and development disclosures report

As Needed:

- Faculty salary program (usually coincides with schedule outlined by General Assembly)
- Related corporation affiliation agreements (at least every 4 years)
- SACSCOC update
- Capital project resolutions
- University Investment Policy
- Debt resolutions

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