BOARD OF VISITORS RETREAT

August 23, 2020

The Board of Visitors held a retreat on Sunday, August 23, 2020, at the Pavilion at Historic Smithfield, 1000 Smithfield Plantation Road, Blacksburg, VA. Prior to the retreat, director of Historic Smithfield provided a tour of the museum for the board that focused on the enslaved people who had lived there.

Present	**Absent**
Ed Baine	Jeff Veatch
Shelley Barlow	
Carrie Chenery	
Greta Harris	
C. T. Hill	
Anna James	
Letitia Long (Vice Rector)	
Sharon Martin	
Melissa Nelson	
L. Chris Petersen	
Mehul Sanghani	
Horacio Valeiras (Rector)	

Constituent Representatives
Eric Kaufman, Faculty Representative to the Board
Tamarah Smith, Staff Representative to the Board
Camellia Pastore, Undergraduate Student Representative to the Board
Sabrina Sturgeon, Graduate Student Representative to the Board

Also present at the retreat were President Timothy Sands, Kim O'Rourke (Secretary to the Board), Cyril Clarke, Kay Heidbreder, Anne Khademian, Erin McCann, Mark Owczarski, Dwayne Pinkney, Tracy Vosburgh, and a Roanoke Times reporter.

The retreat was facilitated by consultants from McKinsey and Company: Caroline Frost, Jack Guest, Bryan Hancock, and Ted Rounsaville.

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Rector Valeiras convened the retreat at 12:25 p.m. and welcomed everyone. He introduced new board member Carrie Chenery, the new constituent representatives, and the group from McKinsey & Company.

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The retreat was organized into five sections:

A. Presentation by McKinsey on the potential economic impact and structural changes in society in a post-COVID world.
B. Presentation by McKinsey on trends in higher education and how Virginia Tech is positioned to adapt to those trends.
C. Break-out session to identify and discuss the most important questions that Virginia Tech needs to address. Participants were grouped into three groups based on themes identified in pre-retreat interviews that McKinsey conducted with board members: Growth, Diversity and Inclusion, and Costs and Operations. The groups considered priorities, opportunities ("never waste a crisis"), and re-thinking traditions.
D. Presentation by President Sands on the implications for Beyond Boundaries and Virginia Tech's strategic plan. (Attached)
E. Break-out session (same groups) to determine priorities.

President Sands summarized the discussion with four what-if statements:

1. What if students, faculty, and staff could be anywhere in the world engaged in learning communities and still be fully engaged with Virginia Tech?
2. What if Virginia Tech were known as the best in the world at convening diverse talent to take on challenges from a holistic human-centered perspective?
3. What if Virginia Tech engaged learners from cradle to grave? (i.e. lifelong learning)
4. What if wealth, income, and/or zip code were not factors for determining access and success at Virginia Tech?

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The retreat concluded at 5:00 p.m.

VIRGINIA TECH™

ENVISIONING VIRGINIA TECH

BEYOND BOUNDARIES

A 2047 Vision

A framework prepared by Beyond Boundaries participants

VIRGINIA TECH™

Goals

- Advance as an internationally recognized, global land-grant university

- Strategically address the challenges and opportunities presented by the changing landscape of higher education

Principles

- Academic excellence, world-class research, and Ut Prosim
- Engaging the whole person
- Innovation
- Affordability and accessibility

Envisioning Virginia Tech
Beyond Boundaries

VIRGINIA TECH™

Future Directions
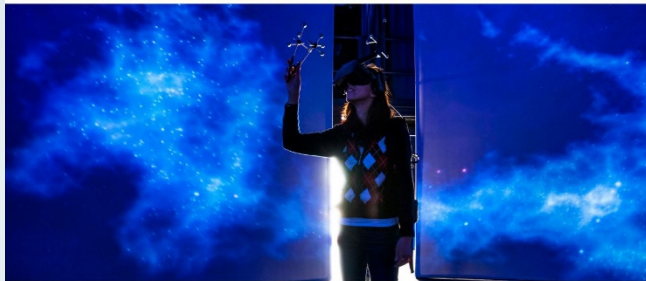
- Academic excellence
- VT-shaped people
- Flexible, personalized degrees
- Problem-situated, distributed institution
- Integrated tri-partite land-grant mission
- Global citizens
- Diverse Partnerships
- Networked & nimble infrastructure
- Reflexivity & evaluation
- New & varied funding models

VT-Shaped Discovery

- Purpose-driven engagement
- Disciplinary depth
- Interdisciplinary capacities
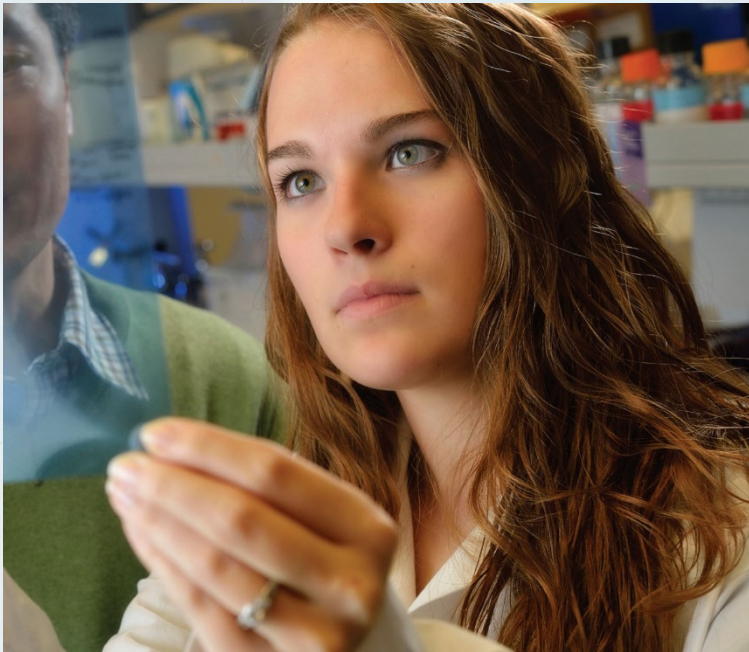
Communities of Discovery

- Communal needs inform curricula
- Experiences beyond Blacksburg
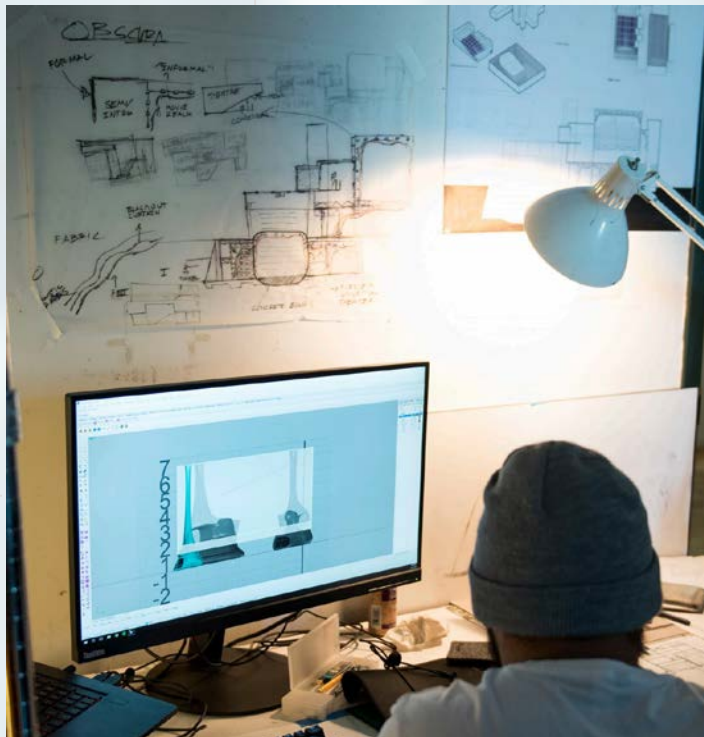- Innovation hubs
- Human-centered, smart environments

Envisioning Virginia Tech
Beyond Boundaries

VIRGINIA TECH™

Nexus of Discovery

- Disciplinary excellence resolves complex problems
- Improving the human condition
- Project talent into the world
- Top 100 global university
- Network of cross-sector partners
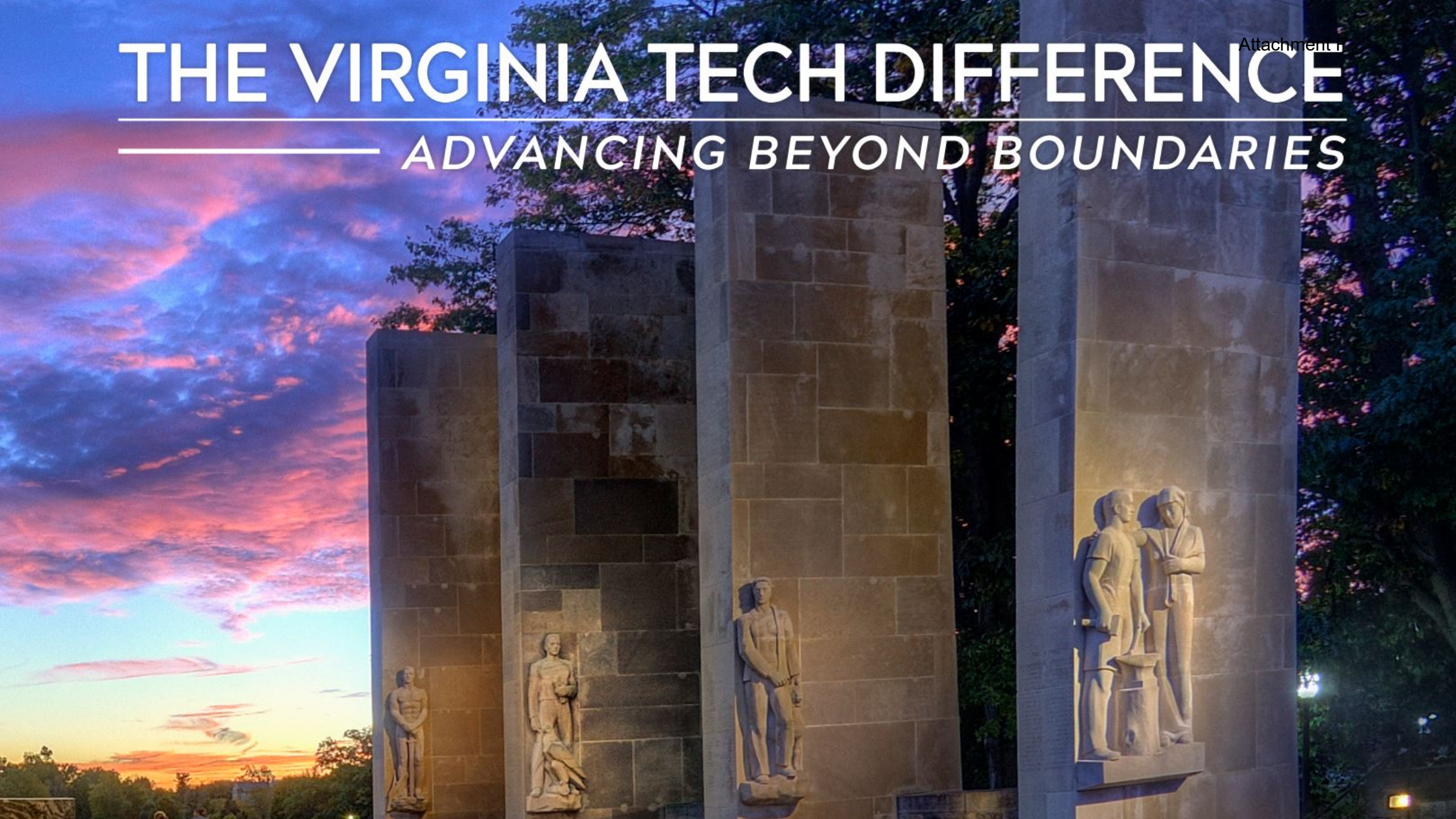
Continuous Innovation

- Evolve to meet new demands
- Bold ideas and resources
- Anticipate disruption
- Networks, partnerships, diverse talent
- Destination for talent

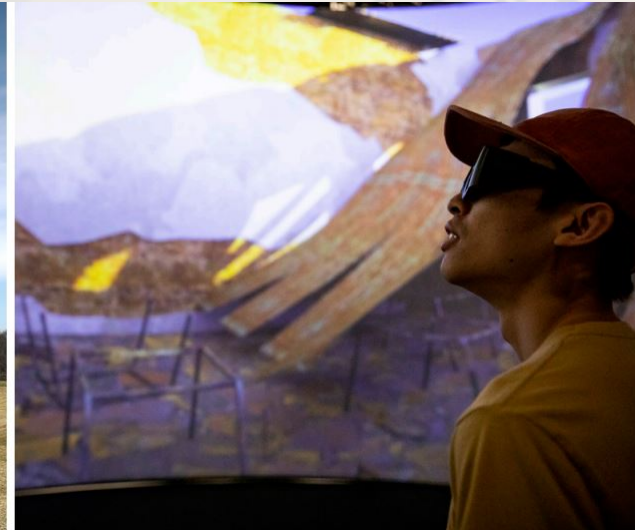# THE VIRGINIA TECH DIFFERENCE

ADVANCING BEYOND BOUNDARIES

The Virginia Tech Difference: Advancing **Beyond** Boundaries

Land-Grant Identity

- Research/Discovery
- Teaching/Learning
- Outreach/Engagement

Strategic Priorities

- Advance regional, national and global impact

- Elevate the "Ut Prosim Difference"

- Be a destination for talent

- Ensure institutional excellence

The Virginia Tech Difference: Advancing **Beyond** Boundaries

Strategic Priorities

Regional, National and Global Impact

- Increase excellence in research, discovery, and creativity
- Increase teaching and learning excellence for a holistic education
- Increase institutional impact and visibility

The Virginia Tech Difference:
Advancing **Beyond** Boundaries

Strategic Priorities

Elevate the "Ut Prosim Difference"

- Increase representational diversity

- Increase cultural competence

- Address critical societal issues impacting humanity and equity

The Virginia Tech Difference:
Advancing **Beyond** Boundaries

Strategic Priorities

Destination for Talent

- Attract, retain, and develop the talents of faculty and staff

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

- Support lifelong engagement and learning for alumni and local communities

VIRGINIA TECH™
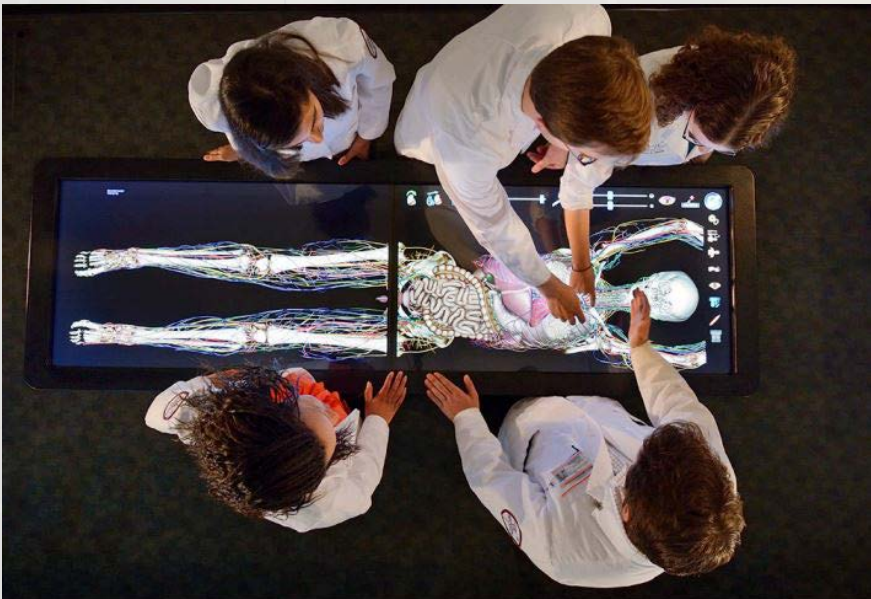
Ensure institutional Excellence

- Physical campus and technology infrastructure

- Comprehensive and transparent budget and financial models with diverse and sustainable revenue sources

- Adaptive, inclusive process for continuous strategic planning

The Virginia Tech Difference:
Advancing **Beyond** Boundaries

Strategic Planning Dashboard

The Virginia Tech Difference:
Advancing **Beyond** Boundaries
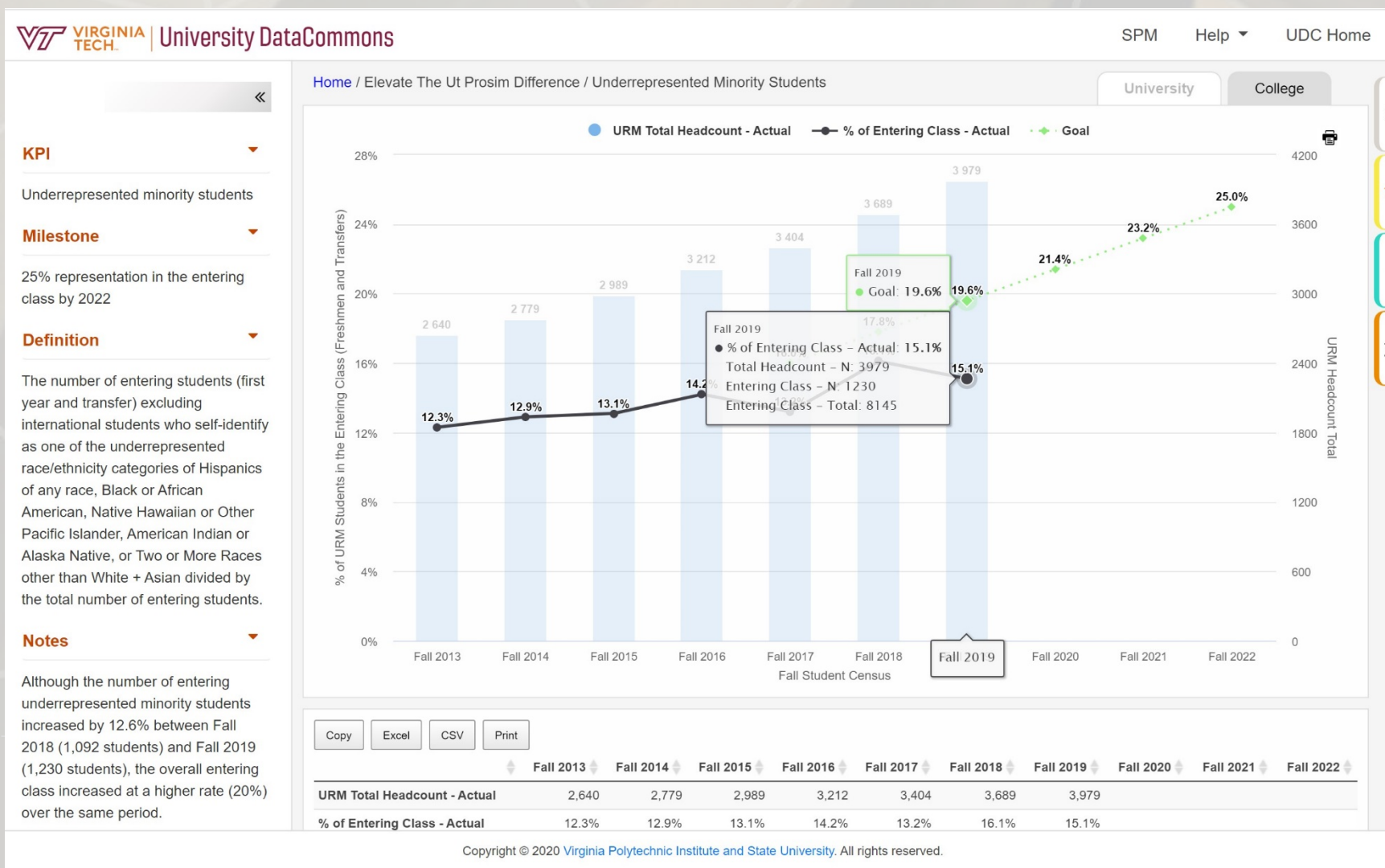
Toward the Future

Continuous Planning

- Monitoring goals, metrics, and milestones for existing priorities

- Identifying, developing, and advancing new strategic priorities

- Ensuring a culture of self-evaluation, innovation, agility, and adaptability.

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