STRATEGIC PLAN

A PLAN FOR A NEW HORIZON

ENVISIONING VIRGINIA TECH 2012-2018

VirginiaTech
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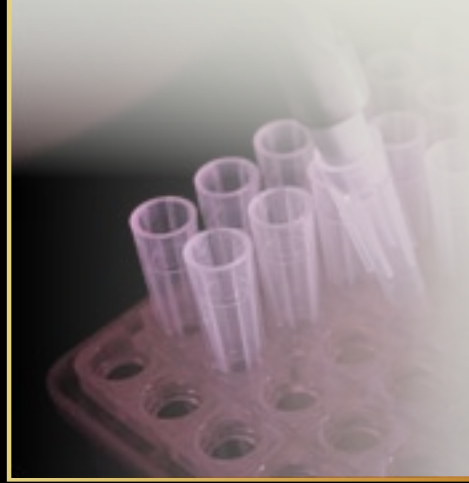
Contents

Introduction

Virginia Tech faces a new horizon defined by a future characterized by geopolitical and geo-economic transition, an accelerated pace of globalization, and structural shifts caused by technological innovation. Our graduates will face uncertainties that range from security issues and resource scarcities to political instability and social turmoil—challenges that will be embedded in and defined by complex and interdependent systems. Simultaneously, we have entered an era of data-driven, networked societies. As technology changes the landscape of the global economy and the practices of businesses and governments, the demand for graduates who possess superior analytical, critical-thinking, management, and communication skills and who excel at abstract and computational thinking continues to grow. Preparing students for this new horizon requires pedagogical models that spark curiosity, facilitate creative thinking, and develop the tools for effective communication. These models must be rigorous but not constraining, involving "hands-on" as well as "minds-on" approaches to problem-solving. To address these issues successfully, we will build on our strengths to meet state and federal commitments for research and higher education while providing a superior environment for nurturing the life of the mind.



The new horizon for research and scholarship will challenge us to build on our strengths as a comprehensive public research university and land-grant institution. We also value our long tradition as one of the nation's senior military colleges. The new horizon will require us to develop team-driven initiatives within and beyond the university. Such initiatives will enhance the opportunities for our colleges and

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research institutes to pursue innovative research agendas that address complex problems and allow us to be responsive to new discoveries and technologies. New forms of digital, networked scholarly communication will require intensive faculty development and new modes of reward and recognition within the academy.

Fulfilling our mission in an increasingly complex and interdependent world will also require initiatives that create networks that span geographic scales. We will contribute not only to agricultural, business, and community development but also promote local, regional, and national security, resilience, health, and sustainability while continuing to support core academic disciplines.

Virginia Tech is positioning itself to further develop a distinctive profile as a progressive and internationally recognized research university.

With this plan, Virginia Tech is positioning itself to further develop a distinctive profile as a progressive and internationally recognized research university. We are poised to grow our undergraduate enrollment when appropriate and will pursue significant and strategic growth in graduate enrollment. Focusing on growth in graduate enrollment in science, technology, engineering, computational sciences, health sciences, and business- and policy-oriented subjects will provide additional teaching resources, sustain and expand our research portfolio, and provide a broad range of student research experiences. This growth will also facilitate the pursuit of our mission to address significant science, technology, economic, and social issues.

We will continue to invest in a comprehensive educational portfolio in which the arts, humanities, business, and social sciences have an essential role in kindling curiosity and creativity; growing intellectual, entrepreneurial, innovative, and managerial capacities; expanding civic and intercultural understanding; and encouraging a commitment to personal, professional, and social responsibility. We aim to become the national model for the merger and application of the arts and technology as a catalyst for educational excellence. The integration of business with programs in science, engineering, and medicine creates the opportunity for radical innovation. The emergence of our architecture

and design programs as among the best in the world provides a model for the power of transdisciplinary synergy.

Achieving these goals will require the sustained fulfillment of the commonwealth's base budget adequacy funding model, the continued growth of externally funded research and private support, and the implementation of innovative financial and business practices. Reaching the goals will also require a significant degree of flexibility, collaboration, and innovation on the part of the university in terms of existing resources and infrastructure. The plan for 2012-2018 is guided by four structuring challenges that impact the entire university: the implications of global interdependence; the challenges of a data-driven society; meeting our research expectations; and the continuing need to focus on organizational efficiency and flexibility. The plan outlines strategies to address these challenges by enhancing research and innovation; fostering the life of the mind of our students, faculty, and staff; and positioning Virginia Tech as a dynamic and distinctive community.

The plan for 2012-2018 is guided by four structuring challenges that impact the entire university: the implications of global interdependence; the challenges of a data-driven society; meeting our research expectations; and the continuing need to focus on organizational efficiency and flexibility.

Structuring Challenges

The implications of global interdependence

International engagement is becoming an imperative for higher education, given the pace of globalization and the flow of people and ideas across geographical borders. Attracting high-caliber international students, world-class research partners, and resources requires expanding our commitment to building a global profile that emphasizes quality. It is no longer sufficient to be concerned with how the university compares with other U.S. institutions. We will intensify our focus in the international arena. We will evaluate how our programs compare with the best programs around the

world and systematically invest resources to elevate programs that can be globally competitive.

As citizens in a global community, our students can only benefit from access to and immersion in rich, cultural experiences; therefore, we will seek to ensure that opportunities for international engagement, such as study-abroad programs, are viable for as many students as possible. We will continue to pursue the local-global connections that join our resident international students with domestic students to create a diverse intercultural campus environment. Virginia Tech will also strive to develop a learning community built on the principles of inclusive excellence that shape our overall diversity-related activities.

Our goal is to increase the number of our programs recognized as among the best internationally.

The needs and challenges of a data-driven society

We live in a data-driven, networked society. Economic, technological, and social progress depends on the development of an analytically savvy, multidisciplinary workforce. We will empower our students to be knowledgeable, wise, and effective participants in an increasingly digital age in areas ranging from art to science to civic discourse. Our students need opportunities to contribute to the technologies that have emerged from the Internet and to understand the economic, social, and cultural implications of social networking, mobile and cloud computing, and new information and media ecosystems. The questions that can be asked and the methods and data sets that can be used to solve complex problems are being fundamentally altered by technology and the information sciences. Being effective in this environment means being able to apply

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and manage information technology while taking advantage of networking, collective intelligence, simulation, data mining, and modeling.

Virginia Tech is committed to a progressive agenda that provides the educational opportunities, computational infrastructure, and learning spaces necessary to prepare students and faculty to excel in this environment. Emphasis will be given to developing core competencies in computational thinking, information literacy, and analytical methods. Meanwhile, research and advanced graduate studies will require an increased capacity for data-intensive and high-performance computing.

Our goals are to ensure competency in data analysis and computational methods as a component of general education for all students and to develop an appropriate infrastructure for e-learning and high-performance computing.

Meeting our research expectations

This plan reaffirms our commitment to research and discovery that serves the good of local communities, the commonwealth, and the nation. To excel in a competitive research environment, we will continue to focus resources on a selected number of strategically important fields that offer significant growth potential, enable us to capitalize on the strengths of our faculty, and best position us to build the resources essential to developing world-class expertise beyond our current domains of scholarship.

To excel in a competitive research environment, we will continue to focus resources on a selected number of strategically important fields that offer significant growth potential.

Our research efforts will also become increasingly translational in nature, or geared toward practical applications. A translational approach has long been the standard in the medical and pharmaceutical sciences, but it also informs research in agriculture, natural resources, engineering, and the biological, behavioral, and social sciences. By emphasizing the translational approach to research and scholarship, we will build upon our strengths in basic research and reinforce the ethos of innovation and collaboration that are fundamental facets of our land-grant mission.

Our goal is to establish a distinctive and globally recognized profile that emphasizes translational research and scholarship and builds upon our existing and emerging strengths.

Organizational efficiency and flexibility

As the university prepares to move into the next planning period, we will be challenged to continue to meet demands for increased productivity and efficiency without sacrificing quality. We will also have to manage costs and the pressures caused by our resource constraints. Potential items for exploration include thorough reviews of administrative policies and procedures, the administrative leadership structure, resource allocation strategies, governance procedures, and operating efficiencies.

Virginia Tech will actively evaluate opportunities and, where appropriate, pursue the creation of new affiliated units, both nonprofit and for-profit entities, that can diversify our sources of revenue and create other advantages. These new units will have administrative and financial structures that will be responsive to a rapidly changing external environment. One example is a new corporation, Virginia Tech Innovations Corporation (VTIC). Serving as a parent and guiding organization for nonprofit subsidiaries and for-profit spinoff organizations that embark on university-related research and technology projects, VTIC currently has two subsidiaries: VTT, LLC, housing a national tire research center, and VT-IT, LLC, focusing on information-technology initiatives. Some of these newly created affiliated units will be linked to Virginia Tech by affiliation agreements; their purpose will be to channel resources to the university to support core functions. To achieve these outcomes, we will need to leverage the professional expertise of our business faculty and alumni.

From an academic perspective, ensuring quality, innovation, and results will also benefit from an intentional process designed to explore, evaluate, and act upon new or unanticipated areas of scholarship or emerging world problems. A university-wide "think tank" approach may provide a mechanism to maintain steady attention on the unmapped future.

A particular challenge will be ensuring we are nimble and flexible in decision-making while maintaining the principles of shared governance. Our shared governance system is intended to involve all areas of the university and all major groups in the process of policy formation; the system requires comprehensive and open communication. Given the changes in structure and flexibility since the current governance structure was conceived and the potential future changes as envisioned by this plan, it is imperative that we examine the role of each component of governance to assess whether efficiency can be improved while still maintaining the principles of the system. Currently, there are 10 commissions that report to the University Council and 14 committees that report to one or more of those commissions. The University Council reports to the president, who reports to the board of visitors. We will examine whether each piece of the governance puzzle is still relevant, whether new or altered pieces are needed, and if there are other models available to achieve the goals of shared governance in an efficient and flexible manner.

A final challenge is to explore additional ways to enhance year-round academic operations, especially in the area of undergraduate education. To be successful, expanded year-round operations will be aimed at enhancing academic opportunities, improving facility usage, reducing pressure on overburdened courses by offering more sections in the summer, and providing students with viable options and incentives to reduce the time to graduation.

Our goal is to ensure "quality, innovation, and results" by reviewing and revising our current business practices for opportunities to optimize efficiency, flexibility, and accountability without sacrificing our ability to remain innovative and competitive.

The sections below outline strategies to stimulate further progress in response to the structuring challenges presented in the plan. The sections focus on research and innovation, the life of the mind, and the Virginia Tech experience.

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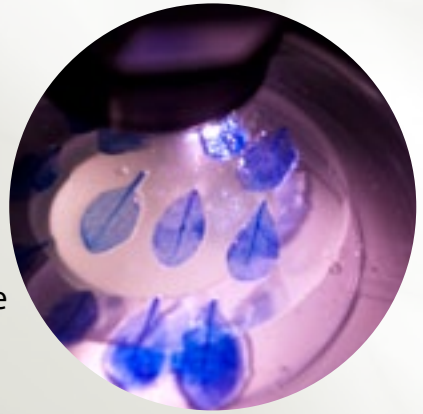
Responding to the Challenges

Research and innovation

The rapid pace of change is an opportunity to leverage the creativity and innovation that have always marked our best efforts and contributed the most to developing our reputation. This leveraging requires a focused effort on creating and supporting seamless networks where individuals and ideas can meet to spark creativity, collaboration, and innovation.



In the spirit of our mission, we will contribute to business-, industry-, and policy-relevant research with a focus on multiple dimensions of security, resilience, health, and sustainability. These themes will also underpin much of our outreach activities and service learning.

Much of our research will continue to focus on various dimensions of national and local security; the resiliency of systems, organizations, communities, and ecosystems; the evolving health and medical enterprise; and local, regional, and global sustainability. Virginia Tech will contribute to national and local security through research programs in cyber-security, food security, and the management and security of communication systems (such as wireless, networks, and smart grids) essential to future infrastructure needs. We will also build on our initiatives in the field of resiliency with an emphasis on the interface between science, technology, and policy. Resilience is construed here as the ability of an entity, such as an organization, organism, or system, to prepare and plan for, absorb, recover from, or more successfully adapt to actual or potential adverse, disruptive, and/or paradigm-shifting events. Research on resilience involves a broad spectrum of disciplines. Physicists and engineers study the resilience of complex systems, ecologists investigate the nuances of system stability and resilience of ecosystems, and social scientists from organizational theorists to urban planners view resiliency as a key element in understanding and planning for stability in communities of all sizes.

The study of the brain and cognitive and behavioral sciences provides multiple high-impact opportunities for cross-disciplinary discovery, application, and implementation. From a strategic perspective, an emphasis on studying aspects of the mind and brain offers an opportunity to engage faculty from multiple colleges and institutes. Neuroscience research will also yield important findings that are relevant to many disciplines. Studying the complex interactions among genomic, environmental, and behavioral factors will require methods that are grounded in high-performance computing and networks capable of moving, processing, and storing enormous volumes of data. Virginia Tech's strengths in computational science and high-performance computing provide us with a unique opportunity to be leaders in this area of health-related research.

Our increased capacity in health sciences, with the establishment of the Virginia Tech Carilion Research Institute and the affiliated School of Medicine, represents a significant opportunity to contribute to our mission. Some of the health-care professional training and activities will adopt a "one health" approach in order to cope with global health challenges that will affect the well-being of humans, animals, and the environment. Virginia Tech will also continue to promote communication, integration, and collaboration among its professional health programs.

Additionally, Virginia Tech will leverage existing and emerging strengths in the following areas: energy, materials, and technology; water science, policy, and management; transportation and communication infrastructures; natural resources, ecosystems, and environmental quality; informatics and policy; food and food systems; and sustainable international development. An increased capacity for data-intensive, high-performance computing—including geographic-information systems, visualization, and policy informatics—is crucial to facilitating advanced research in these areas.

Emerging strengths that have been identified for future growth will complement the emerging areas of research that have grown over the past five years. To ensure the continued success of our existing strengths, we will support growth in bioinformatics, nanotechnology, polymers, energy, transportation, and robotics research and scholarship.

The networked university

Virginia Tech students, faculty, and staff operate in a world of increasingly permeable boundaries. The world is undergoing significant economic and demographic shifts. In an interconnected—and therefore interdependent—world, students and faculty members will become increasingly international in orientation. The increasingly collaborative nature of research as well as the amplified emphasis on data-sharing at the national and supranational levels will favor institutions that provide students and faculty with early exposure to the practices that are becoming essential to generating new knowledge.

Our future research investments therefore will be facilitated by the development of strategies to leverage networked collaborations internally as well as with the business community, national laboratories, international partners, government agencies, and other universities. We must reduce both internal and external barriers to relationships with these entities. Building networks and pursuing collaborative opportunities will provide a firm foundation to continue to pursue excellence in research and scholarship. These efforts will create more research opportunities for faculty and students, improve Ph.D. student recruitment, increase Ph.D. production, and enhance our curricular breadth and teaching quality.

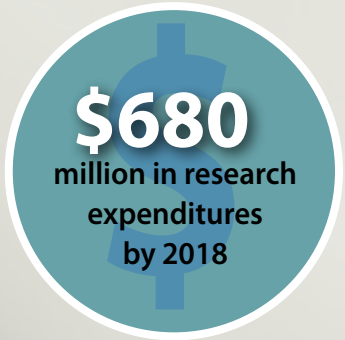
Pathways to interdisciplinary success

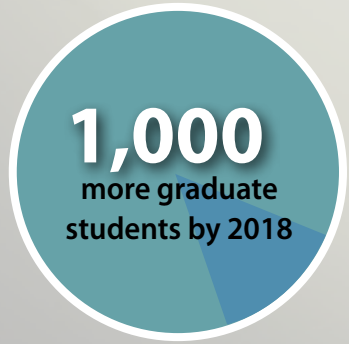
Virginia Tech will create and support environments for its educational and research programs that support innovative, high-quality, and high-impact outcomes. We will provide appropriate infrastructure, administrative support, and opportunities for collaboration, and the time and freedom to create, apply, and communicate new

knowledge. We will facilitate the development of new and innovative graduate programs that build on interdisciplinary strengths, both existing (e.g., the Genetics, Bioinformatics, and Computational Biology Program) and emerging (e.g., health sciences). The best way to accomplish these goals is to recruit, support, and reward outstanding faculty with strong disciplinary expertise and openness to innovation. By allowing intra- and interdisciplinary teams to work without unnecessary barriers, we can achieve superior results. By way of close partnerships with research institutes, centers, and other internal and external partners, we will continue to provide the intellectual and operational framework to achieve our aspirations.

Principal strategies

- **Maintain growth in research expenditures toward a target of $680 million by 2018.**
- **Increase graduate enrollment toward a target of an additional 1,000 students, mostly at the doctoral level in science, technology, engineering, mathematics, and health sciences (STEM-H), broadly defined to include associated subject areas, such as STEM-related entrepreneurship, science and technology policy, and ethics.**
- **Build on our capacity in the National Capital Region for research into issues of security and resiliency.**
- **Increase the number of post-doctoral positions in STEM-H research areas.**
- **Create new academic organizational frameworks—"faculties"—initially in health sciences and potentially in computational/information sciences. These faculties will promote research and the development of new graduate programs, foster innovative and synergistic interactions among Virginia Tech faculty, assist in setting long-term strategic priorities, and build partnerships with external collaborators in which teams of researchers can compete more effectively for significant levels of external funding.**
- **Create meaningful partnerships with businesses and government entities to address critical and complex problems by co-locating researchers and practitioners in "living labs" where users, in partnership with researchers, drive problem formulation and research design. Leveraging the strengths of our business programs will provide a competitive advantage.**



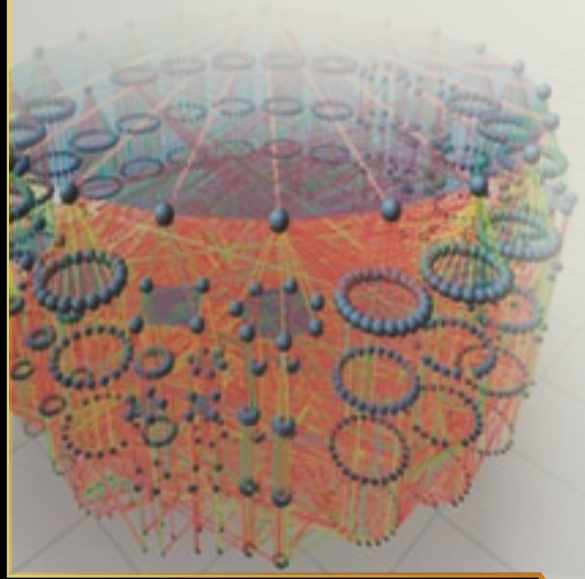


- **As an example of a strategic global investment, develop research programs on energy and critical technologies, informatics, infrastructure, policy, and planning at Virginia Tech's new partnership facility in India.**

The life of the mind

Inspiring creativity, curiosity, and critical thinking

The Virginia Tech experience encourages all learners to recognize the inherently reciprocal relationships among learning, intellectual development, discovery, and engagement. By creating learning environments, programs, and curricula that broaden and deepen students' knowledge, Virginia Tech will help students increase their capacity for reasoning and analysis, rational and aesthetic judgment, and oral and written communication, and their capacity to identify problems and contribute to their resolution.



Research—broadly conceived to include discovery-based and creative activities—can be a hallmark experience for every Virginia Tech student. As an experiential learning activity that synthesizes knowledge and skills acquired in the classroom, research provides a unique opportunity for students to contribute to knowledge creation. All students can benefit from research experiences, such as the collection and analysis of data, connecting a basic research question to the solution of an applied problem, or interpreting art, society, and culture in new and provocative ways. At Virginia Tech, students will analyze, interpret, and synthesize information from a variety of sources; practice holistic reasoning; improve verbal, visual, and written communications skills; organize and contribute to team efforts; gain global perspective; and enhance self-confidence and preparation for a career and/or post-baccalaureate education. These goals are consistent with our current First Year Experience Quality Enhancement Plan

and with proposals to develop theme-based strategies for each academic year involving self-awareness, service, mentoring, and leadership. They also align well with the learning aspirations established by the Division of Student Affairs.

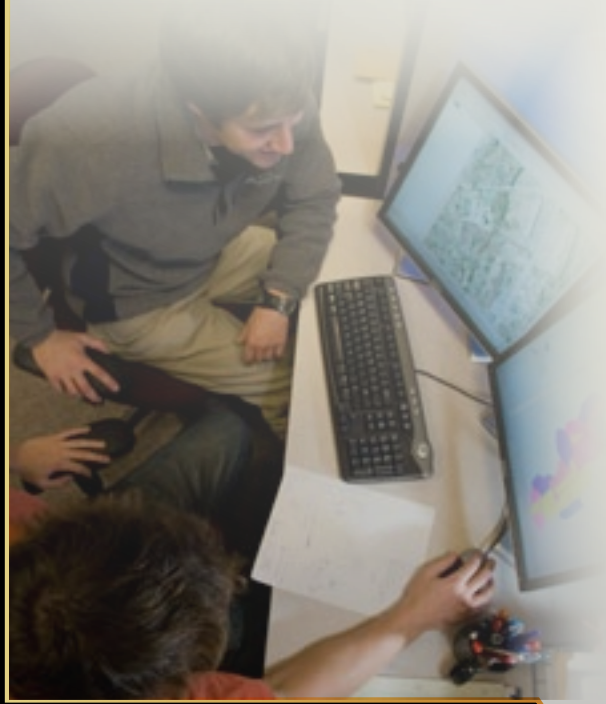
A commitment to research and experiential learning for students requires that we incorporate a diverse and inclusive range of perspectives and resources into undergraduate and graduate courses across all disciplines. We will respect multiple ways of knowing and experiencing phenomena under study. The inclusive-excellence framework provides a solid foundation upon which we can focus our diversity-related initiatives.

We will expand our ability to attract high-quality graduate students by continuing to offer strong and progressive graduate programs that are appropriately supported. This objective also requires us to focus on the quality of the graduate experience beyond disciplinary curricular offerings, including the cultivation of a culture of interdisciplinary collaboration and professional development. We will continue to address the intellectual and social environment for our graduate students through a process of continual improvement of graduate stipends, housing, faculty-student relations, mentoring, and leadership opportunities.

A new vision for undergraduate general education

Each undergraduate will benefit from an education that allows the pursuit of at least one area of study in sufficient depth such that the student meets the intellectual and professional expectations of that discipline. Every major will be responsive to university-wide expectations for integrating diversity, global and international experiences, undergraduate research opportunities, and/or experiential and service learning. Every major already has clearly defined learning outcomes that demonstrate how critical reasoning, analysis, communication, and other skills are achieved. All of these components of a major will continue to be built on a foundation of superior academic advising. In addition, students are expected to learn some aspects of other disciplines as part of a broader general education, and to demonstrate competence in fundamental areas such as computational-thinking skills, critical analysis, and written and verbal communication.

Given the dynamic and unpredictable nature of the world in which our students will live, it is important to reexamine the effectiveness of our general education program. We must consider radical changes that will meet these goals, such as supporting specified combinations of majors and minors and encouraging more students to pursue double majors to meet their general education requirements. We will also reexamine the foundational learning expectations for all students. Computational thinking and informatics/digital fluency are becoming basic skills needed in all disciplines. Since an effective general education program includes providing strong foundations for the major courses of study while facilitating the integration of a broad base of knowledge, we will become a leader in providing innovative, creative approaches to general education. To this end, Virginia Tech will comprehensively evaluate and modify the current Curriculum for Liberal Education to embrace alternate pathways to a general education and to incorporate computational thinking and informatics/digital fluency as basic skills for all students, thereby enabling our students to be engaged citizens and life-long learners.



E-learning and distance learning

Advances in technology are dramatically reshaping the educational landscape in two important ways: by creating unique opportunities to enhance classroom and online education and by expanding the range of essential skills that students must acquire in order to excel in complex and rapidly changing digital and networked environments.

Technological changes and new paradigms for learning are moving forward at a remarkable pace. E-learning courses (synchronous and asynchronous, fully online or hybrid) that leverage technology, communication tools, and teaching-learning processes are now embraced and expected as part of educational experiences.

Virginia Tech remains strongly committed to exploring how to best harness technology to improve the quality of education it offers students. Through the continued development of our online and hybrid courses, we will continue to explore and

embrace sound pedagogy through a combination of active and engaged learning and appropriately matched technological tools. The university also remains committed to expanding access to affordable and high-quality education to commonwealth residents through online education. We will also continue to provide professional-development opportunities to ensure that faculty members have the skills and conceptual frameworks necessary to use technology to provide meaningful student-to-student and student-to-faculty interaction, active learning opportunities, and timely and constructive feedback.

Developing information-literacy, digital-fluency, and computational-thinking skills is an important facet of every student's educational experience at Virginia Tech in the 21st century. We must empower students to embrace technology and to be knowledgeable, wise, and effective participants in digital communities. Students must be provided multiple opportunities to interact meaningfully with technology in order to sharpen analytical skills, foster abstract thinking, enable the effective synthesis and manipulation of data, and improve fluency with the computational methods and models that are necessary to solve otherwise intractable problems.

Principal strategies

- **Increase undergraduate involvement in meaningful research experiences and experiential learning opportunities by adopting a "hands-on, minds-on" philosophy that promotes connecting real-life experience with academic concepts.**
- **Increase support for international experiences and foreign-language competency for undergraduate and graduate students.**
- **Develop ways to integrate computational science/informatics and digital fluency for managing and analyzing complex data sets across a wide range of disciplines.**
- **Develop and implement alternate pathways for the general education of all students.**

- Continue to investigate, develop, and utilize current and emerging technologies to enhance traditional classrooms, provide mobile access, and expand high-quality distance-learning opportunities.
- Review the financing, fee structure, staffing, and incentives for teaching and learning through distance education in order to establish a progressive profile of offerings.
- Identify opportunities during construction and renovation to create flexible classroom spaces that fully support e-learning components.
- Increase the quality and availability of academic advising for all students from orientation through graduation.

The Virginia Tech Experience

Ut Prosim **(That I May Serve) is the essence of the Virginia Tech experience, the guiding principle of our community. The motto rests upon a foundation of trust, integrity, respect, and compassion. We cannot serve without honoring diversity. We cannot be a vibrant community without promoting caring and inclusiveness, respecting individuality, and valuing the unique contributions of each of our members.**

To continue to attract the best students, post-doctoral scholars, faculty, and staff, Virginia Tech will continue to implement programs and policies that create the superior research, learning, and workplace environments essential to a vibrant academic institution. We will continue to expand our efforts to foster diversity and inclusion. This includes considering the unique needs of nontraditional students and veterans. We will also explore and expand programs that promote and enhance health and well-being, cultural awareness, and life-long learning. Given the competitiveness of the labor market, we will continue to prioritize the development of relationships with public, private, and nonprofit organizations that enable

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us to provide robust internship and externship opportunities for our students prior to graduation. These opportunities, coupled with exceptional career services, will ensure that Virginia Tech graduates are well-positioned to succeed in an increasingly competitive labor market and, as alumni, to continue to benefit from and contribute to the Virginia Tech community.

We must also invest in professional development for our faculty and staff, expand and improve policies that promote a healthy work-life balance, and ensure that we have inspiring learning and workplace environments. We strive to be known not only as a great university where students can live, work, and study in dynamic and inclusive spaces, but as a great workplace where faculty and staff benefit from our commitment to their success.

Additionally, we must work toward campus sustainability by developing a campus-wide willingness and commitment to critically evaluate our practices and embrace new technologies and innovative solutions. This commitment must include extensive engagement and collaboration among students, faculty, staff, and administrators. The university will implement the Climate Action Commitment and Sustainability Plan and ensure ongoing evaluation and critical examination of the university's policies and practices toward ensuring the most effective and sustainable use of our human, fiscal, and environmental resources.

Principal strategies

- **Pursue quality-of-life initiatives in support of the university as a vibrant, dynamic, and sustainable workplace with physical and cultural environments that promote life-long learning and mind/body wellness.**
- **Implement the Climate Action Commitment and Sustainability Plan as appropriate.**
- **Support the academic initiatives of the Inter-institutional Academic Collaborative of the Atlantic Coast Conference, recognizing the added value our successful athletics programs bring to the life of the campus.**

Implementation

To deliver on our promise of "quality, innovation, and results," it is essential that we adopt a clearly defined process that ensures the principal strategies outlined in this plan are implemented, the subsequent results are measured and evaluated, and future plans are recalibrated as appropriate. Our success rests on our ability to critically evaluate our policies and practices and our willingness to strive to become increasingly flexible and adaptable while remaining fully rooted in our core values and mission as a comprehensive university.

While this plan formally addresses the years 2012-2018, the new horizon is simultaneously the next decade, the next year, and the next month. While no institution can possibly anticipate all of the environmental changes, economic impediments and opportunities, or organizational pressures it will encounter, its leaders can develop the mechanisms, foster a culture, and inculcate a mind-set that enables the university to not only adapt but to thrive, regardless of circumstance. To be effective, this plan must become a living document that guides our efforts while it is continually tested and revised.

Realizing the principal strategies in this plan requires collaboration, coordination, and communication across all levels of the university. Additionally, realizing the strategies requires resources and appropriate metrics and mechanisms that ensure accountability. An implementation panel appointed by the president will work with vice presidents and deans to produce a report that assesses and details the university's progress toward the strategies and goals outlined in this plan. In 2015, the president will revisit the principal strategies of this plan with a mid-term update. The implementation panel will assess current environmental factors and trends and prepare a report with recommendations for modifying these strategies to ensure the continued success and excellence of Virginia Tech.

Prepared by the Office of University Relations
Virginia Tech, Blacksburg, VA 24061

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