This leadership profile is intended to provide information about Virginia Polytechnic Institute and State University and the position of vice provost for enrollment management. It is designed to assist qualified individuals in assessing their interest in this position.
Opportunity and Summary of the Position

Virginia Polytechnic Institute and State University (Virginia Tech) seeks a dynamic and seasoned vice provost for enrollment management to join the institution’s senior leadership team. Located in Blacksburg, Virginia, the university is on a path designed to magnify its national and international presence.

Virginia Tech is a public land-grant university serving the Commonwealth of Virginia (Commonwealth), the nation and the world. *Beyond Boundaries: A 2047 Vision* projects the core of the university’s vision and strategic themes that advance Virginia Tech’s presence as a global land-grant university; create the campus of the future; sustain new funding models; and prepare students for innovative, global participation in our world.

With approximately 31,000 students, Virginia Tech takes a hands-on, engaged approach to education, preparing scholars to be leaders in their fields and communities. As the Commonwealth’s most comprehensive university and its leading research institution, Virginia Tech offers approximately 240 undergraduate and graduate degree programs and manages a research portfolio of more than $513 million. The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally and across the state. Through a combination of its three missions of learning, discovery and engagement, Virginia Tech continually strives to accomplish the charge of its motto *Ut Prosim* (That I May Serve).

The new vice provost for enrollment management will develop and construct a state-of-the-art enrollment management effort, leading a continuous institution-wide conversation about enrollment vision, goals and tactics, putting in place systems and structures to support enrollment planning and decision making across the university. The new vice provost will possess great analytic and technological depth; an eye for the possible; an eagerness to engage in meaningful interchange about enrollment challenges with university leadership, faculty and others; and a proven capacity for embedding enrollment within institutional values and aspirations. The vice provost will also possess superior interpersonal communication skills, a deep commitment to the values of diversity and inclusion, a collaborative leadership style and a commitment to and record of exemplary personal and professional integrity.

The new vice provost can rely on the enthusiastic support of the president, provost, vice provosts and vice presidents and other university leaders, as well as a highly motivated and enthusiastic staff, in building a holistic and integrated strategic enrollment management function. Accomplishing an ambitious set of enrollment goals will require an ambitious and visionary enrollment professional with considerable skill, experience and finesse. Analytic and collaborative strength will be imperative, as will the wherewithal to be a superior strategist and thought partner at the campus, college and departmental levels. Proven success at building and retaining diverse and inclusive classes will also be essential.

For information on how to apply or submit nominations, please refer to the section, “Procedure for Candidacy” at the end of this document.
Enrollment Management at Virginia Tech

The Office of Enrollment Management (OEM) provides leadership and collaboration to achieve university strategic goals by recruiting, enrolling and graduating a highly-qualified, talented and diverse student body while seeking opportunities to increase access and affordability for qualifying students, regardless of their socioeconomic status.

Strategic goals for OEM:

- Identify, admit, enroll, retain and graduate a high achieving, diverse student body to assure attainment of university strategic academic and financial goals;

- Develop analytic methods, tools and predictive models for assessing recruitment and enrollment success and guiding enrollment goals and strategies for undergraduate and graduate programs;

- Provide high-quality, efficient and effective infrastructure support through responsive customer service and technology;

- Assure access through continuous assessment of financial aid awarding and university scholarship utilization;

- Promote collaborative partnerships across campus to assure success of the university's instructional mission from pre-college access to degree completion; and

- In collaboration with other academic leaders, support degree program review, initiation, revision and assessment of productivity and criticality to university mission.

As an integral partner in the Virginia Tech educational experience, the synergy of the various operational management units within OEM serve to lead, support and provide high-quality service to the university.

Importantly, OEM partners widely across the university including with academic colleges and departments, the Graduate School, the Office of Institutional Research and Effectiveness, University Bursar, Student Success Center, Facilities, Athletics, International Programs, Global Education and the Office for Inclusion and Diversity.
Undergraduate Admissions

The mission of the Office of Undergraduate Admissions at Virginia Tech is to attract, recruit and enroll a highly qualified, talented and diverse student body in a manner that supports the university’s strategic goals.

Scholarships and Financial Aid

The mission of the Office of University Scholarships and Financial Aid (USFA) is to facilitate access to a Virginia Tech education through the timely and accurate administration of student financial assistance.

To accomplish this mission, resources are obtained, coordinated, distributed and maintained in accordance with university, state and federal requirements. Service to students and the university community and accountability for the administration of financial aid funds are the primary goals of the Office of University Scholarships and Financial Aid.

University Registrar and Associate Vice Provost for Learning Systems Innovation

The mission of the Office of the University Registrar is to support the University Strategic Plan by serving three distinct publics: students, alumni and faculty/staff. The office’s ability to serve is predicated on the notion that the office must provide the quality service necessary for the needs of that public as well as adhere to any federal, state and/or university guidelines. The office pledges to treat every person with courtesy and respect, to extend high-quality service with every public transaction, and to provide an environment in which all are respected, valued and welcomed. The registrar’s services will provide opportunities for students with different backgrounds and perspectives to acquire the understanding, knowledge and skills to be proactive, competent contributors to their degree plans as well as to the university community. The registrar also holds the position of associate vice provost for learning systems innovation and will jointly report to the vice provost for enrollment management and the vice provost for learning systems innovation and effectiveness.

College Access Collaborative

Virginia Tech’s College Access Collaborative is an organizational unit dedicated to college access. Consistent with Virginia Tech’s land-grant mission, institutional motto (Ut Prosim, That I May Serve), and InclusiveVT initiative, the university is committed to supporting and enhancing a more diverse undergraduate student body. Currently, Virginia Tech serves the Commonwealth of Virginia through partnerships with communities in low high school attainment and low matriculation to post-secondary education. The collaborative (formed in Summer 2016) seeks to expand these partnerships. Overall Virginia Tech and the Commonwealth of Virginia seek to expand partnerships of universities with the K-12 ecosystem so as to facilitate a robust, adaptive and diverse system of K-16 pathways in Virginia.
The Role of the Vice Provost for Enrollment Management

The role of the vice provost for enrollment management is responsible for developing, articulating and implementing a dynamic, predictive and cutting-edge enrollment management plan that aligns with the university’s strategic plan. Reporting to the provost, the vice provost will assume broad leadership within the university, serving as thought partner to the deans of the university’s colleges and schools and providing the vision, analysis and strategy to optimize Virginia Tech’s current and future enrollment.

The leadership of the university seeks to be dynamic, inventive, collaborative, nimble, student-centered and anticipatory as well as responsive in every aspect of enrollment. As a university that fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation, Virginia Tech seeks an enrollment leader and thinker who will grasp the essential nature of this prominent and distinctive institution and employ both traditional and non-traditional means to expand the university’s visibility and approach so as to attract, select, enroll and retain an increasingly diverse and highly talented group of undergraduates.

It will be critical for the new vice provost to build and maintain strong and collaborative relationships with institutional leadership and key colleagues across the university. It is expected that the vice provost will approach colleagues with a genuine openness and eagerness to hear alternate viewpoints, engage in meaningful discourse, and incorporate the thinking and ideas of others. The vice provost will clearly and consistently articulate the vision and plan for enrollment management and will increase transparency and integration by engaging key constituencies (e.g., faculty, athletics, student life, finance) in discussions about institutional enrollment priorities, relevant data, challenges and shared goals.

The vice provost will partner with the newly formed Office of Academic Decision Support, an integrated home for all academic data at Virginia Tech, as well as deans and other vice provosts to develop customized analytic methods and tools, and related predictive models, for assessing recruitment and enrollment success and guiding enrollment goals and strategies for undergraduate and graduate programs.

In leading the enrollment functions for undergraduates – including admissions, scholarships and financial aid, university registrar and the college access collaborative – the vice provost will lead strategic efforts in service of both incoming students and student retention. The vice provost will bring leadership to a dedicated and talented enrollment team that proactively and strategically anticipates and responds to enrollment challenges and is optimistic, opportunistic, forward-looking, innovative, integrated, collaborative, results-oriented, committed to diversity and student-centered.

Additionally, the vice provost will collaborate closely with the academic deans and the dean of the graduate college on graduate enrollment with the goal of bringing an integrated and data-driven approach to enrollment planning and recruiting strategies for Virginia Tech’s graduate degrees.
The vice provost will keep recruitment and retention of diverse students at the forefront of enrollment strategy, partnering closely with the vice provost for inclusion and diversity. The vice provost will broaden substantially the reach of the university in every part of the state, the region, the country and the world.

Reporting to the provost and serving as a member of his senior management team, the vice provost is expected to capitalize on the excellent foundation that exists as well as the considerable institutional support for enrollment management with vigor, enthusiasm, an inclusive leadership style, outstanding communication and bridge-building skills, and an eye to the possible.

Specific duties and responsibilities include but are not limited to the following:

- Lead the enrollment function with vision, integrity, inclusiveness, sound judgment, wisdom and energy, engendering a team approach across its integrated functions;

- Analyze data routinely to shape strategic directions and make appropriate adjustments to an integrated plan that clearly identifies and defines historical university enrollment patterns and forecasts trends in new student markets; regularly reassess effectiveness of recruitment activities and financial aid programs and make appropriate adjustments so as to lead an effort that is continuously proactive and responsive to market forces and university needs;

- Build on Virginia Tech’s ability to attract and enroll a strong and diverse student body, including those from socioeconomic, ethnic, or racial backgrounds underrepresented in higher education, through bold and creative uses of marketing and technological tools;

- Continue the development and implementation of the university’s enrollment marketing efforts including market segmentation, brand marketing, promotional strategies, and recruitment initiatives to meet the university’s enrollment goals; among these goals are: continuing to increase academic quality in the incoming classes; growing enrollments in specific programs and departments; growing socio-economic and racial diversity; and enhancing retention in areas that are currently uneven;

- Put in place systems and structures to aid in enrollment planning and data-driven decision making at all levels and lead a continuous institution-wide conversation about vision, goals, tactics and outcomes; communicate regularly with the university community to inform and broaden enrollment initiatives, progress and results, including frequent dialogue with deans, faculty and senior administration, conveying the vision for and complexities involved in meeting enrollment goals and promoting open conversation so as to engage and galvanize the entire community in helping achieve the enrollment vision;
• Oversee the offices of Undergraduate Admissions, Scholarships and Financial Aid, Registrar, and the College Access Collaborative;

• Manage the staff responsible for recruiting and enrolling undergraduate and graduate students and provide the analytic and strategic support to maximize student yield, retention and graduation for both undergraduates and graduate students;

• Work closely with campus and college leaders to formulate, execute and continuously evolve a transparent, collaborative and technologically cutting-edge enrollment management strategy tied to the university’s mission and goals along with the objectives and goals of individual colleges;

• Coordinate recruitment strategies with academic colleges and departments to enroll a diverse class of approximately 6,000 talented freshmen and approximately 1,000 transfer students each year;

• Provide strategic direction and planning for data-assisted enrollment management for undergraduate degrees, in partnership with the colleges and the vice provost for undergraduate education, aiming to strategically meet student enrollment goals and establish national leading models for holistic and inclusive admissions;

• Provide strategic, data-assisted management of scholarships and financial aid offers to maximize yield and retention; oversee the selection and awarding of campus-based scholarships and financial aid, both need- and merit-based, to promote access, diversity, excellence and retention;

• Supervise the data custodian and student record system infrastructure, in partnership with the university registrar;

• Supervise enrollment outreach programs, with an emphasis on precollege pipeline programs;

• Collaborate to support data-assisted design and implementation of the enrollment strategy and admissions process for graduate degrees, based on strategy and goals developed by the graduate dean and college deans;

• Maximize predictive modeling to plan enrollment strategies in the state, nationally and globally; use advanced tools and advanced trend analysis to support proactive enrollment management at the university, college-specific and departmental levels;

• Represent the campus to multiple external constituents ranging from high school counselors to the national higher education community; serve as a senior voice in national conversations about enrollment matters; and

• Serve as campus spokesperson to local and national media on topics related to recruitment, admissions, financial aid, student retention and enrollment.
Opportunities and Expectations for Leadership

The new vice provost will be expected to make a significant impact in shaping the vision and direction of enrollment at the university. Key challenges and opportunities for the vice provost’s first few years in office include but are not limited to the following interrelated imperatives:

**Build a cutting-edge, competitive enrollment management program at Virginia Tech**

The university has just started on an enrollment growth path that aims to bring total undergraduate enrollment to 30,000 students and graduate enrollment to 10,000 students, across Blacksburg, Roanoke and the metropolitan Washington D.C. region, by 2022.

The new vice provost for enrollment management will build an innovative, highly strategic, institutionally coordinated and statistically supported enrollment plan to draw an increasingly talented and diverse undergraduate student body to this 21st century university. Partnering with senior leadership and colleagues across the university, the vice provost will determine optimal enrollment goals for the institution as well as for specific academic programs. This will require the new vice provost to determine how best to allocate financial and staffing resources to ramp up innovation, operations and service to achieve these goals.

**Integrate predictive modeling and long-term trend analysis into Virginia Tech’s enrollment strategy**

The vice provost will be expected to ensure an analytical, informed and strategic approach to crafting a vision for enrollment practices and goals. Using advanced tools to conduct predictive modeling and long-term trend analysis, the vice provost will lead the development of enrollment strategy at multiple levels of the institution: university-wide, college-specific and department-specific.

Additionally, the vice provost will be expected to steer culture change around the use of technology within the enrollment management offices, providing leadership for a continued shift toward becoming more technology-enabled and less reliant on paper-based resources.
Improve the recruitment and retention of diverse students

To ensure Virginia Tech continues to be a competitive 21st century institution, the new vice provost will be expected to increase the diversity of the student body on all dimensions. Doing so will require work with a wide range of institutional stakeholders to define excellence in diversity and inclusion and proactively recruit, enroll and retain a student body that brings a high level of dimensionality.

Maximize the use of financial aid and scholarships

Virginia Tech is committed to delivering financial aid and scholarships to students with financial need as well as to promoting the enrollment of high achievers and a diverse student body. The new vice provost will be expected to analyze and assess the employment of financial resources and develop a strategy that ensures optimal use. This includes implementing predictive modeling so as to anticipate yield on scholarships awarded to admitted students, improving the university’s ability to harness financial aid dollars in enrolling the strongest possible class.

Embrace Virginia Tech’s highly collaborative partnership model

The new vice provost will be expected to embrace Virginia Tech’s highly team-oriented culture and partner closely with other institutional leaders and enrollment management stakeholders. Specifically, the new leader will partner with the newly formed Office of Academic Decision Support, an integrated home for all academic data at Virginia Tech, as well as deans and other vice provosts to develop customized analytic methods and tools, and related predictive models, for assessing recruiting and enrollment success and guiding enrollment goals and strategies for undergraduate and graduate programs. Collaborative analysis will engage the full length of the education pipeline: from K-12, to college success and successful professional placement and career development. The new leader will also partner with leadership in the graduate college to harness strategic modeling in setting and realizing enrollment goals. The vice provost will be expected to develop a close partnership with the graduate school, which currently runs its own enrollment management program.
Professional Qualifications and Personal Qualities

Strong candidates will demonstrate progressive experience at a senior level in successfully envisioning, developing, socializing, implementing, evaluating and refining an enrollment management strategy emphasizing collaboration across an institution. The new leader should bring a proven track record in building diverse and inclusive classes, as well as a quantitative underpinning to enrollment management work. Successful experience in leading a large, complex organization is desirable.

In addition, the ideal candidate will have the following professional qualifications and personal characteristics:

- **Vision and leadership**: ability to lead the creation and retention of Virginia Tech’s future student body with vision and creativity; broad understanding of enrollment management and its connections to other areas of campus strategy; an entrepreneurial outlook and eye to new possibilities and emerging challenges; capacity to make strategic decisions, generate innovative ideas and solutions and multitask; demonstrated ability to work collaboratively with faculty and staff from academic units in a decentralized environment, with an ability to develop and manage relationships with a diverse array of partners who play different and divergent roles in the university community; and an ability to manage, motivate and develop synergies and a sense of team among a diverse professional staff, and to inspire joy in these team members’ work;

- **Proven track record in advancing diversity and inclusion**: a proven track record of advancing diversity that reveals a demonstrated commitment (defined in racial-ethnic, cultural, socio-economic, disciplinary and geographic terms) in recruitment of students and staff;

- **Proven effectiveness and expertise in enrollment and change management**: a demonstrated ability to develop and implement successful enrollment strategies and initiatives; significant professional experience managing the complex interplay of marketing and recruiting campaigns, enrollment goals, yield and financial aid; knowledge of the strategic use of financial aid; and genuine enjoyment in leading, managing and implementing large-scale innovation and change;

- **Proven success in using data and predictive modeling to advance enrollment strategies**: extensive experience in and understanding of the tools to utilize enrollment data to conduct predictive modeling and understand long-term enrollment trends; and ability to influence culture change to bring a more technological approach to Virginia Tech’s enrollment management office;

- **Strong analytical capacity**: the ability to engage in and communicate about constant strategic analysis of opportunities and challenges; ability to assess the effectiveness of how recruitment and financial aid funds are employed to achieve enrollment goals; capacity to produce regular and systematic comparative reports that detail month-to-month as well as annual progress toward enrollment goals; and capacity to employ information about national and international trends in higher education and about developments in competitor institutions effectively in planning;
- **Demonstrated ability in creatively marketing a selective institution and conducting pre-college outreach so as to achieve superior levels of enrollment performance:** proven success in innovative thinking and risk-taking combined with excellent execution of both complex and routine marketing strategies; a record of taking programs to new levels of success; ability to direct creative staff members in developing innovative communications and marketing materials – both traditional and web based – with close attention to the needs of the university and the match between it and its potential students; and an ability to think creatively and to leverage technology with a sensitivity to and understanding of the human/cultural impact;

- **Institutional view:** capacity to consider the good of the whole institution in decision making and to incorporate compromise as appropriate for achievement of the common good; and genuine interest in and ability to participate in institutional leadership at a senior level, partnering across the university so as to help all achieve their goals;

- **Mature communication skills:** strong speaking and writing skills with the ability to articulate a vision effectively to all constituencies including the enrollment staff, faculty and staff, alumni, board members, the college counseling community, prospective students and families and the public;

- **Personal qualities:** a sense of urgency and engagement; articulateness; honesty, integrity, candor and a strong internal moral compass; hard work; a joy in one’s work; optimism, confidence and excitement about change; a genuine interest in forming a team with key academic leaders; a personal presence that is active and inclusive; proven skill dealing with complex and diverse cultures, backgrounds and perspectives; ability to observe, listen, learn and clarify needs while engendering trust among various constituencies; wisdom and sound judgment; and a good sense of humor; and

- **Credentials:** progressive responsibility in administration at an institution of higher education, preferably in enrollment management; a bachelor’s degree with qualifying experience is required; and an advanced or terminal degree is strongly preferred.
Virginia Polytechnic Institute and State University: An Overview

Virginia Tech takes a hands-on, engaging approach to education, preparing scholars to be leaders in their fields and communities. As the Commonwealth’s most comprehensive university and its leading research institution, Virginia Tech offers 240 undergraduate and graduate degree programs to more than 31,000 students and manages a research portfolio of more than $513 million. The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally and across Virginia.

Through a combination of its three missions of learning, discovery and engagement, Virginia Tech continually strives to accomplish the charge of its motto *Ut Prosim* (That I May Serve).

**Mission Statement**

Virginia Polytechnic Institute and State University is a public land-grant university serving the Commonwealth of Virginia, the nation and the world community. The discovery and dissemination of new knowledge are central to its mission. Through its focus on teaching and learning, research and discovery, and outreach and engagement, the university creates, conveys and applies knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness and improve the quality of life.
Mission Statement approved by the Virginia Tech Board of Visitors, June 4, 2001; revised in 2006.

Beyond Boundaries Visioning Report

President Timothy Sands presented the Beyond Boundaries Steering Committee’s report to the university community in Fall 2016. The Beyond Boundaries Visioning Report provides an exploratory vision which will evolve as we experiment with new models and alter existing practices. The report provides a useful framework to guide our planning efforts and also provides a clear path for how Virginia Tech will navigate the changing landscape of higher education to enhance our standing as a global land-grant university. The basic concepts are:

- The concept of the VT-shaped student has become the cornerstone of our vision for the future. Our graduates will have exceptional disciplinary preparation and interdisciplinary capabilities driven by deep purpose and engagement. Experiential learning and service in the spirit of Ut Prosim (That I May Serve) will continue to be a hallmark of the Virginia Tech experience.

- We are exploring new curricular designs through Pathways to General Education and Destination Areas. The Beyond Boundaries vision includes interdisciplinary efforts through which Virginia Tech will address global problems in the future. Destination Areas and related external partnerships and faculty synergies will help make this concept a reality.

- The importance of Cross-Sector Partnerships with external organizations has been a recurring theme. We are working to develop an even greater blend of living, learning and research environments with partner organizations that leverage shared resources on a global scale. This includes establishing the Virginia Tech Carilion School of Medicine as our ninth college and the expansion of the Virginia Tech Carilion Research Institute, forming the centerpiece of a new Health Sciences and Technology campus in the Roanoke Innovation Corridor. In addition to providing experiential learning opportunities for an estimated 500 undergraduate and 500 graduate and medical students, the campus will strengthen our ability to drive transformative research at the intersection of health sciences and technology.

- We are advancing research commitments in the National Capital Region (NCR) and will continue to develop this area as a platform for global partnerships. We are already seeing Beyond Boundaries-focused partnerships, including the announcement this fall of the Qualcomm Thinkabit Lab at Virginia Tech and the MetroLab Network for “Smart Cities.”

- We are accelerating our efforts to become more inclusive and diverse. For our vision to succeed, we must be more accessible to the best and the brightest prospective students and faculty, and our campus must reflect the diversity of our Commonwealth and the world in which our graduates will live and work.
History

Virginia Polytechnic Institute and State University officially opened on Oct. 1, 1872, as one of two land-grant universities in the Commonwealth of Virginia. (Hampton Normal and Industrial Institute, founded in 1868, was designated the Commonwealth’s first black land-grant school. This continued until 1920, when the funds were shifted by the legislature to the Virginia Normal and Industrial Institute in Petersburg, which in 1946 was renamed to Virginia State University by the legislature.) During its existence, the university has operated under four different legal names. The founding name was Virginia Agricultural and Mechanical College. Following a reorganization of the college in the 1890s, the state legislature changed the name to Virginia Agricultural and Mechanical College and Polytechnic Institute, effective March 5, 1896. Faced with such an unwieldy name, people began calling it Virginia Polytechnic Institute, or simply VPI. On June 23, 1944, the legislature followed suit, officially changing the name to Virginia Polytechnic Institute. At the same time, the Commonwealth moved most women’s programs from VPI to nearby Radford College, and that school’s official name became Radford College, Women’s Division of Virginia Polytechnic Institute. The Commonwealth dissolved the affiliation between the two colleges in 1964. The state legislature sanctioned university status for VPI and bestowed upon it the present legal name, Virginia Polytechnic Institute and State University, effective June 26, 1970. While some older alumni and other friends of the university continue to call it VPI, its most popular—and its official—nickname today is Virginia Tech.

Measures of Excellence

Undergraduate

U.S. News & World Report’s “America’s Best Colleges 2017” (Fall 2016)

- Among national public universities: 27th
- Among all national universities: 74th
- College of Engineering: 8th among public institutions; 16th overall
- Pamplin College of Business: 27th among public institutions; 43rd overall
- Grado Department of Industrial and Systems Engineering: 5th
- Biological/Agricultural Engineering: 6th
- Civil Engineering: 9th
- Environmental/Environmental Health Engineering: 10th

DesignIntelligence ranked the university’s undergraduate architecture program third in the nation. The program has been in the top five for seven of the past eight years.
Money Magazine placed Virginia Tech in the top 50 of all institutions and top 20 among the public institutions in its “Best Colleges” ranking of 736 schools.

Forbes ranked Virginia Tech 23rd among its best public colleges.

Kiplinger’s Personal Finance magazine again ranked Virginia Tech among the best values in public education.

For the second year in a row, USA Today College ranked Virginia Tech as the nation’s best for studying natural resources and conservation.

Graduate

U.S. News & World Report’s “America’s Best Graduate Schools 2017” (Spring 2016)

- The College of Engineering’s overall graduate program rose three places to rank 21st among all schools of engineering
- Four departments within the College of Engineering finished in the top 10 of their respective category: civil, environmental/environmental health, biological/agricultural (operated jointly with the College of Agriculture and Life Sciences), and industrial/manufacturing systems
- The Pamplin College of Business’ part-time M.B.A. program in the National Capital Region ranked 16th in the nation for the second year in a row
- The public affairs program in the College of Architecture and Urban Studies’ School of Public and International Affairs ranked 34th in the nation, up from 37th in 2012, the last time the magazine ranked public affairs programs
- DesignIntelligence ranked the graduate landscape architecture program second in the nation; the graduate architecture program was ranked 18th

General Rankings

Princeton Best College List:

- #1: Best Quality of Life
- #1: Their Students Love These Colleges
- #4: Best Campus Food
- #7: Happiest Students
- #7: Town-Gown Relations Are Great
- #7: Lots of Race/Class Interaction
Virginia Tech

Vice Provost for Enrollment Management

Princeton Review Colleges That Pay You Back

- #5: Best Alumni Network
- #13: Colleges that Pay You Back (Even if You're Not Eligible for Need-Based Financial Aid)

The Carnegie Foundation for the Advancement of Teaching named Virginia Tech as one of its 361 community engagement institutions, which affirms that the university’s problem-solving partnerships with businesses and communities contribute to the public good and also imbue students with a sense of civic responsibility.

Virginia Tech ranks first in the state for college license plate sales; in fact, the university ranks first, second and third (three versions of the Tech plate are available). The Commonwealth of Virginia sells more Virginia Tech college plates than the other top 10 Virginia schools combined.

Princeton Review named Virginia Tech one of its top environmentally responsible colleges for the sixth year in a row.

The university received its sixth straight gold award from the Best Workplaces for Commuters Race for Excellence by increasing alternative transportation participation and improving commuter resources.

MSN/Active Times ranked Virginia Tech the fittest college in the nation based on the university’s food, recreational and fitness offerings.

Forbes.com ranked Blacksburg among its top 25 places to retire.

See more rankings at http://www.vt.edu/about/rankings.html.

Notable Awards

65+ faculty with National Science Foundation CAREER Awards

- 6 Presidential Early Career Awards
- 13 Virginia Outstanding Scientist Awards
- 3 Science Museum of Virginia Lifetime Achievement award winners
- 30 State Council of Higher Education for Virginia Outstanding Faculty Awards
- 13 National Academy of Engineering members
- 5 National Academy of Sciences members
- 5 Guggenheim Fellows
VT-Shaped Knowledge and Destination Areas: Planning for the Future

As part of the Beyond Boundaries vision Virginia Tech is evolving the majority of its degrees to embrace the concept of VT-shaped knowledge; an integrative combination of:

- deep disciplinary expertise
- inter/transdisciplinary and collaborative critical thinking and problem solving skills
- commitment to formal and informal experiential learning and engagement of industry and community partnership for building a knowledge ecosystem that improves the human condition

Virginia Tech aims to enhance its inter and transdisciplinary activities and increase the connectivity of its knowledge ecosystem through the development of Destination Areas. Destination Areas, along with related, smaller-scale Strategic Growth Areas, provide faculty and students with new tools to identify and solve complex, 21st-century problems in which Virginia Tech already has significant strengths and can take a global leadership role. The initiative represents the next step in the evolution of the land-grant university to meet economic and societal needs of the world.

The process will result in the creation of transdisciplinary teams, tools and processes poised to tackle the world's most pressing, critical problems. As a result, Virginia Tech will become an international destination for talent, partnerships, transformative knowledge and significant outcomes in these areas, enabling it to effectively fulfill its land-grant mission and apply its university motto, Ut Prosim (That I May Serve), to meet the needs of a rapidly changing world.

Destination Areas will be supported by large-scale partnerships with industry, government and communities around urgent problems of common interest. They will advance large-scale funding opportunities and diversify the university's resource portfolio. They provide faculty with multifaceted opportunities and diverse communities for developing disciplinary and transdisciplinary activities to solve critical world problems. They will provide tools and processes for integrating the disciplinary, interdisciplinary and translational dimensions of the VT-shaped knowledge framework and will help make the framework available to all interested students at Virginia Tech.

Destination Areas connect the full span of relevant knowledge necessary for addressing issues comprehensively. Humanistic, scientific and technological perspectives are addressed in relationship to one another, and they are treated as complementary to overcome traditional academic boundaries, such as those that separate science, technology, engineering and mathematic (STEM) fields, and liberal arts.
Destination Areas

**Adaptive Brain and Behavior**

The Adaptive Brain and Behavior (ABB) destination area focuses broadly on how brains change and adapt over the life course, how they change following traumatic events or diseases and how social and societal forces are affected by and affect brains and individuals. ABB brings together humanities, social sciences and neuroscience to analyze adaptive changes across multiple levels of inquiry from molecules to individuals, families and communities.

**Data Analytics and Decision Sciences**

The goal of the Data Analytics and Decision Sciences (DADS) destination area is to advance the transduction of data into decisions, while also appreciating the social and ethical contexts underlying data-driven reasoning. Through DADS, Virginia Tech will weave data and decision sciences into every corner of the university’s teaching, research and outreach enterprise, preparing students to not only be literate consumers of data, but also to empower them to use the methods of data science to enrich work in their disciplines and across disciplinary boundaries.

**Global Systems Science**

The Global Systems Science destination area is focused on critical problems that cross the nexus of natural and human systems. Nine critical problems have been identified in which Virginia Tech is already positioned with significant expertise and visibility both nationally and internationally: sea level rise and the land-sea interface; progressive soil degradation; pressure on forest ecosystems and watersheds; demands for raw materials; abundance and quality of fresh water; defaunation and biosphere integrity; supply and integrity of food; degradation of ozone and aerosol loading; and transmission of infectious disease.

**Integrated Security**

Increasing the security and resilience of communities, the nation and the world requires understanding security as an integrated system of values, capabilities and preparedness. The Integrated Security destination area focuses on advancing and assuring the security of vital social, political and financial networks while balancing the crucial needs and expectations of privacy and governmental oversight.

**Intelligent Infrastructure for Human-Centered Communities**

The Intelligent Infrastructure for Human-Centered Communities destination area focuses its attention on the ways that people interact with one another and with their environment. Interest areas in this destination area include smart, healthy and sustainable cities and communities; transportation systems; human safety, health and wellness; integrated energy systems; network science and engineering; public policy; and cyber-physical systems.
Strategic Growth Areas

Strategic Growth Areas are similar to Destination Areas in structure but are of smaller scale and aim for regional or national leadership. Strategic Growth Areas represent additional areas of strength, identified by a faculty survey conducted in January 2016. They may mature into future Destination Areas.

Faculty steering committees have developed descriptions and plans for the following Strategic Growth Areas:

- Creative Technologies and Experiences
- Economical and Sustainable Materials
- Equity and Social Disparity in the Human Condition
- Innovation and Entrepreneurship
- Policy

“Pathways” - a New Approach to General Education at Virginia Tech

Virginia Tech remains highly committed to providing students with broad exposure to a range of disciplines and knowledge, in the interest of producing well-educated citizens with the capacity to think critically across disciplines and contribute to solving complex problems. Undergraduate students at Virginia Tech deserve a vibrant, flexible and meaningful general education program, one that helps them to integrate their learning for use throughout their lifetimes. Over the years, faculty members have studied general education, and students have voiced their concerns. As the culmination of so much input, a new plan has emerged--Pathways: General Education at Virginia Tech. Approved by University Council in April 2015, Pathways Curriculum Plan includes core and integrative learning outcomes to meet the learning needs of all students while also meeting requirements for university accreditation. The plan involves the development of a coherent program comprised of courses reflecting best practices in pedagogy and demonstrating evidence of efficacy.

Pathways Implementation document was approved by the University Council in April 2016 and the program will be adopted in Fall 2018. The Pathways curriculum has the potential to become a signature program at Virginia Tech, enhancing the student experience and making this institution a leader among peers in providing a coherent and meaningful general education for undergraduates. Several Pathways options exist, and colleges and departments have the option to engage in the curricula in different ways, including the development of Pathways Minors.
InclusiveVT

InclusiveVT is Virginia Tech’s institutional and individual commitment to *Ut Prosim* (That I May Serve) in the spirit of community, diversity and excellence. A new phase in the process of building an inclusive and diverse campus, InclusiveVT has the goal of distinguishing Virginia Tech as an example of the modern land-grant research university, stressing university-wide leadership, responsibility and accountability.

While the tools and resources for increasing diversity and supporting inclusive excellence are important, they exist to support a greater goal: a community in which inclusion and diversity is endemic, inextricably woven through the fabric of the university. Virginia Tech’s leadership is personally committed to advancing the principles of inclusion and diversity, expecting all to lead intentionally and make these principles part of every conversation. Inclusion and diversity is essential to the university’s pathway to excellence.

Blacksburg, Virginia

Blacksburg, some 12,000 acres nestled on a plateau between the Blue Ridge and Alleghany mountains, is special. Home to about 42,600 local residents, the town is considered small by most any standard. But because of its award-winning services, reasonable cost of living, safety, moderate climate and abundant leisure activities, Blacksburg is consistently ranked among the county’s best places to live and has earned a reputation nationwide as a well-managed, stable and forward-looking community. Established in 1798 and now Virginia’s largest town, Blacksburg lies within Montgomery County, which has a population of some 95,000.

Vibrant and engaging, Blacksburg’s downtown offers unique stores, art galleries and eclectic restaurants. The area’s wide redbrick sidewalks, Victorian street lamps and park benches encourage foot traffic and make meeting folks easy.

Quick Facts

- In 2012, www.homes.com, a real estate site, ranked Blacksburg No. 1 on its “Top 10 Cities to Raise a Family” listing, citing the presence of Virginia Tech and numerous economic opportunities.

- In 2011, Bloomberg Business Week named Blacksburg the best place in the United States to raise children.

- A high-tech, professional environment, Blacksburg is one of the most “wired” communities on the planet.

- In the National Citizens Survey, Blacksburg residents gave the highest ratings to their town’s appearance, openness and acceptance, as well as its many cultural opportunities, safety and low crime rate.
• Blacksburg has been ranked among the nation’s best places to live by *Blue Ridge Country Magazine, Men’s Journal, 50 Best Small Southern Towns, The Sporting News*, and *Retirement Places Rated*.

• *Outside Magazine* ranked Blacksburg a top-10 “dream town” for outdoors enthusiasts because of its proximity to the Appalachian Trail and the Washington-Jefferson National Forest. The area’s natural resources for hiking, biking, whitewater rafting and climbing are phenomenal.

• The nationally accredited [Virginia Tech Police Department](https://www.viceprovost.vt.edu/police) operates 24-hours a day and provides full police service to the university community.

• Blacksburg, along with [Christiansburg](https://www.christiansburgva.com) and [Radford](https://www.radford.edu) and including [Giles](https://www.giles.va.us), [Montgomery](https://www.montgomery.va.gov), and [Pulaski](https://www.pulaski.va.gov) counties, is considered a Metropolitan Statistical Area by the U.S. Census Bureau.

• Virginia Tech’s [Corporate Research Center](https://corporate.vt.edu) hosts more than 100 technology-based companies, as well as the Edward Via Virginia College of Osteopathic Medicine, contributing to Blacksburg’s high-tech, professional environment.

• The award-winning [Blacksburg Transit](https://www.blacksburgtransit.com) provides town-wide public transportation at a reasonable cost and a game day shuttle for football and basketball games.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, applicant materials should be received by early March. Candidates should provide a professional resume and a letter of application that addresses the responsibilities and requirements described in the leadership profile. These materials should be sent via e-mail to Virginia Tech’s consultants Robin Mamlet, Charlene Aguilar and Alexis von Kunes Newton at VT-VPEM@wittkieffer.com. The consultants can be reached by telephone through Leslie Donahue at 630-575-6178.

Virginia Tech is a public land-grant university, committed to teaching and learning, research and outreach to the Commonwealth of Virginia, the nation and the world. Building on its motto of Ut Prosim (That I May Serve), Virginia Tech is dedicated to InclusiveVT—serving in the spirit of community, diversity and excellence. We seek candidates who adopt and practice the Principles of Community, which are fundamental to our on-going efforts to increase access and inclusion, and to create a community that nurtures learning and growth for all of its members. Virginia Tech actively seeks a broad spectrum of candidates to join our community in preparing leaders for the world.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Virginia Polytechnic Institute and State University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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