As our name indicates, the primary focus of the Division of Student Affairs is Virginia Tech’s students. Our obligation to students extends beyond the classroom to fostering individual learning and development, as well as instilling a sense of responsibility to the communities in which they live. Our role is to provide opportunities for new experiences and growth during students’ time here, and to create a desire for exploration and learning that will continue throughout their lives.

Despite the continuing challenges of the economy and some departmental restructuring, the dedicated staff members in this division have excelled in the past year, finding new ways to achieve success. Though reduced funding has created new obstacles, Virginia Tech continues to offer one of the best values in the state and in the country while still providing the excellent support, services, and opportunities our students need to thrive.

As a division, we have made significant progress in accordance with the university’s strategic plan. Our departmental initiatives contribute to holistic and transformative educational experiences for our students, promote the development of international and multicultural competencies, and support the university’s commitment to continuous improvement.

In addition, the commitment to the division’s new Aspirations for Student Learning have already had an impact on the educational programs and services that transform the Virginia Tech student experience.

I believe you will see in the following pages that we continue to achieve excellence in our pursuits and consistently embrace Virginia Tech’s spirit of *Ut Prosim* (That I may serve).

Edward F.D. Spencer  
Vice President for Student Affairs

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**Mission**

The mission of the Division of Student Affairs is to promote student learning, life skills, and personal growth through a strong focus on holistic student development and collaborative partnerships that deliver superior service to, and care for, students in the spirit of *Ut Prosim*. 

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Division of Student Affairs Strategic Plan Scorecard

The Division of Student Affairs has three division-specific measures that have been developed to evaluate its performance against the university’s strategic planning goal to educate the whole student. Data have been collected over the past eight years on these measures:

Contribute to holistic and transformative educational experiences of students.

- Increased student participation in leadership programs by 90 percent, using new leadership programs developed by several division departments.
- Made greater use of peer educators, training students for leadership outreach roles.
- Increased student engagement in health and wellness activities by 96 percent.

Promote the development of international and multicultural competencies.

- Increased student involvement in international and multicultural competency programs by 64 percent, with new program offerings from Multicultural Programs and Services and increased participation in Cranwell International Center programs.
- Involved more students in programs from Residence Life and other departments that address diversity, multiculturalism, and international issues.

Support the university’s commitment to continuous improvement.

- Implemented student learning outcomes in all co-curricular programs, establishing learning outcomes for all division programs and services.
- Developed a minimum of two programmatic and/or learning outcomes per division department.
- Facilitated the collection of learning outcomes data by becoming a Student Voice member, which provided unlimited access to Student Voice survey tools.
Accomplishments Related to the University’s Strategic Plan

• Established division-wide committees to implement the new Division of Student Affairs Aspirations for Student Learning and Guiding Principles for Service.

• Published “Unlocking Potential - Your Virginia Tech Experience” to describe and promote the Aspirations for Student Learning.

• Collaborated with academic units to implement Quality Enhancement Plan projects.

• Formed Task Force to Reduce Alcohol Harm, Injuries, and Fatalities, which issued a report and recommendations to the vice president.

• Exceeded division’s $3 million goal in the Campaign for Virginia Tech.

• Initiated parent receptions during new student orientation to cultivate potential parent donors.
• Established a parent committee that has a development criterion for membership.
• Hosted a homecoming reunion for former resident advisors and Residence Hall Federation leaders.
• Offered an in-depth assessment workshop to more than 30 members of the division to provide an introduction to administrative and learning outcomes assessment.
• Completed program reviews of two division departments, Student Conduct and Human Resources.
• Developed a step-by-step guide for departments undergoing comprehensive program reviews in 2011-12.
• Established the Closing the Loop award to encourage departments to utilize assessment outcomes to make improvements in the programs and services they offer to students.
• Trained more than 50 members of the division on faculty search committee procedures and processes.
• Implemented online registration process to enroll employees in sexual harassment and discriminatory harassment training.
• Reorganized several key departments and functions in the division to increase efficiency and the delivery of services to students.
• Implemented the university’s new online performance management system for staff positions across the division.
• Established a centralized auxiliary budget to fund the administrative support units that serve the entire division.
• Shifted funding for Fraternity and Sorority Life and Student Conduct departments from the Housing fee to the Student Services fee.
• Merged Human Resources, Communications and Marketing, and information technology functions from University Unions and Student Activities into the division’s centralized administrative support unit.
• Received a gold Addy award from the Roanoke chapter of the American Advertising Federation for design of the Interfraternity Council recruitment brochure.
• Launched the weekly Student E-news in collaboration with University Relations.
• Completed a comprehensive review of Family Day, resulting in the decision to hold two family events in the 2011-12 academic year.
• Reconfigured both the front-end design and the back-end infrastructure of the Division of Student Affairs’ websites.
• Conducted a review of the division’s information technology services and staff support.
• Enhanced the resilience of the division’s information technology staff members by sharing planning and recovery procedures as well as coordinating asset acquisitions.
• Collaborated with the Office of Emergency Management to design and implement a new Emergency Action Plan template to increase effectiveness and to address the specific needs of dining and housing operations.
Division of Student Affairs 2010–11 Summary of Accomplishments

- Updated Continuation of Operations Plans for all departments in the division.
- Facilitated a series of emergency preparedness tabletop exercises for all division departments as well as the executive leadership.
- Provided support to Virginia Tech Emergency Management in the planning and execution of several university-wide functional exercises.
- Assisted with a Campus Community Emergency Response Team course that provided First Aid/CPR/AED, fire suppression, triage, and light search and rescue training to more than 60 faculty, staff, and students.
Campus Alcohol Abuse Prevention Center

- Initiated Friday Night at Deet’s, a weekly alcohol-free entertainment series.
- Expanded by 42 percent the number of brief one-on-one interventions with students, a recommended Tier-1 Intervention.
- Expanded the Meet Your Neighbor program by 25 percent, reaching 4,200 Blacksburg residents in apartment complexes and more than 2,000 living in the rental-inspection district.
Career Services

• Incorporated the Office of Health Professions Advising into Career Services.
• Partnered with Scholarships and Financial Aid to post all Federal Work Study employment opportunities in Career Services’ Hokies4Hire job system.
• Experienced a 75 percent increase in positions posted by employers in 2010-11 over the 2009-10 numbers and a 30 percent increase in employers coming to campus for on-campus interviews.
Cook Counseling Center

- Received accreditation from the International Association of Counseling Services.
- Expanded counseling center professional staff to include a forensic psychiatrist, and expanded satellite office to accommodate growth.
- Reorganized leadership in Cook Counseling Center to establish two associate director and three assistant director roles.
Corps of Cadets

• Enrolled the highest number of cadets since 1969, representing a 72 percent increase over the past five years.
• Hired General Randal Fullhart as the new commandant of cadets.
• Exceeded the $30 million Campaign for Virginia Tech goal and established a new target of $35 million.
• Decided to initiate a design competition within the next year for the re-envisioning of the Upper Quad buildings.
Cranwell International Center

- Awarded the Public Service Award from the Social Security Administration for “significant contributions to the American public and invaluable support to the international community at Virginia Tech.”
- Advised the Council of International Student Organizations in presenting both the Dance of Nations and International Street Fair, involving more than 16,000 participants.
- Offered a series of training workshops for Virginia Tech staff that focused on the development of multicultural communication skills and awareness.
Dean of Students Office

• Provided advocacy services to more than 1,600 students who were in crisis or had emergencies.

• Expanded 2010 Hokie Camp participation to 650 entering students who attended one of three sessions held at Smith Mountain Lake.

• Received the Best Overall Student Showcase Education Session Award for the 2011 Orientation Leaders presentation at the National Orientation Director Association regional conference.
Fraternity and Sorority Life

- Finalized plans for construction of Phase IV Greek Housing with ground breaking scheduled for September 2011.
- Formed a broad-based Fraternity and Sorority Life Advisory Council to think strategically and collaboratively regarding the fraternity and sorority community.
- Debuted the Emerging Interfraternal Leaders Program for the Interfraternity Council.
- Welcomed two new interfraternal groups and supported the chartering of three chapter colonies.
Housing and Dining Services

- Established Dining Services as a separate department and advertised for a new director.
- Received two awards from the National Association of College and University Food Services and one from Food Management Magazine for special meals and events.
- Began construction of the addition to the West End Market dining facility and began construction of the new Academic and Student Affairs Building that will replace Shultz Dining Hall in summer 2012.
- Placed renovation of Owens Food Court on the university capital plan for 2016-18.
- Completed a significant renovation of Lee and Miles halls, replacing finishes within student rooms and updating the bathrooms.
- Initiated a total renovation of West Ambler Johnston residence hall, which will re-open in fall 2012 as a residential college for all students.

*Departments changed to Dining Services and Housing and Residence Life during the 2010-11 academic year.*
Multicultural Programs and Services

• Initiated an annual brunch for Black Organizations Council members to celebrate the organization’s history and discuss current issues and responsibilities.

• Established a new LGBT coordinator position in collaboration with the LGBT Faculty Caucus, Queer Grads and Allies, and the LGBT Alliance.

• Offered Poetry at The Grove in collaboration with the Office of the President and the Jewish Student Union to showcase poetry and short stories focused on Jewish life, history, and culture.
Recreational Sports

- Completed the expansion and renovation of the McComas Hall recreational facilities.
- Experienced 33 percent increase in daily student usage of the McComas Hall recreational facilities, serving more than 21,000 students, or 70 percent of the student body.
- Received the Outstanding Sports Facilities award from the National Intramural Recreational Sports Association.
- Placed the renovation of War Memorial Hall on the capital plan for 2016-18.
Residence Life

*Departments merged to Housing and Residence Life during the 2010-11 academic year.

- Reorganized residential functions and services to establish the Housing and Residence Life department and hired Eleanor Finger as director.
- Established the Honors Residential College for University Honors students in the newly renovated East Ambler Johnston residence hall.
- Initiated a Strengths Quest project in Pritchard Residence Hall to enhance the residential climate.
- Partnered with the Center for Academic Enrichment and Excellence to provide tutoring for campus residents enrolled in popular math and physics courses.
Schiffert Health Center

- Enhanced staff expertise through attainment of Mayo Clinic tobacco cessation counselor certifications by two health educators.
- Provided walk-in and online service for self-assessment and cost-free cold medications at the Cold Care Clinic.
- Placed the addition to Schiffert Health Center on the university’s capital plan for 2016-18.
Services for Students with Disabilities

- Collaborated with Psychological Services and the graduate Psychology Department to organize an Asperger’s social support group.
- Partnered with ADA services to provide resources and services for students who are returning veterans and wounded warriors.
- Broke ground on the new Academic and Student Affairs Building that will house the department on campus in summer 2012.
Student Activities

• Established the new Student Centers and Activities department and hired Justin Camputaro as director.
• Added a record-breaking 138 new student organizations, bringing the total to 726.

*Department merged with University Unions to form Student Centers and Activities during the 2010-11 academic year.
Student Conduct

- Received and processed 2,279 individual student incidents, of which 1,747 (77 percent) involved male students and 532 (23 percent) involved female students.
- Initiated two new conduct sanctions based on the Division of Student Affairs Aspirations for Student Learning: Civic Learning and Exploring Your Strengths.
- Implemented a new procedure for handling acceptable computer use violations for copyright infringement, by which students receive an initial warning letter and are formally charged for subsequent offenses.
- Instituted policy and procedures for student arrest disclosures.
University Unions

University Unions*

• Created the EndZONE Lounge in the Breakzone Recreation Center of Squires Student Center to provide an alternative, alcohol-free, late-night meeting space.

• Honored by the selection of the War Memorial Chapel to receive the 2011 Bride’s Choice Award from the WeddingWire Network.

• Made the decision to build a new student center and convert Squires to an academic center.

*Department merged with Student Activities to form Student Centers and Activities during the 2010-11 academic year.
Division of Student Affairs Accomplishments Related to Diversity

Division-wide Initiatives

- Supported a Civility Committee to promote consideration, respect, and understanding of others, in both our commonalities and our differences.

- Explored alternative models for partnership with Monterrey Tec in Mexico, as escalating drug violence has precluded us from sending students or staff to that institution. An international RA conference at Virginia Tech in 2012 is in the planning stages and will involve students and staff from Tec de Monterrey as well as German universities.

- Hired 14 new faculty members to the division in 2010-11. Of those hired, four were persons of color, representing 29 percent of new hires; six were female, representing 43 percent of the total.

Cook Counseling Center

- Continued to add staff members who bring diverse multicultural experiences to the Center, including employees fluent in Hebrew, Japanese, Korean, Mandarin Chinese, Russian, and Taiwanese, as well as African and Indian dialects.

- Offered training to staff and members of the university community on working with veterans and service members on campus.

- Received an Outstanding Innovative Programming Award along with the Graduate Life Center at Donaldson Brown for innovative ways to reach underserved populations. The award was presented by the Commission for Graduate and Professional Student Affairs, an entity within ACPA-College Student Educators International.
Corps of Cadets

- Sent four cadets on a two-week cultural immersion program to Panama through a $12,000 grant from the George and Carol Olmsted Foundation. The corps’ past execution of this program has served as the model for other institutions to optimize intercultural opportunities for traveling cadets.

- Advertised and encouraged cadets to participate in cultural activities, participated in the University Advancing Diversity Workshop, and submitted a post-event assessment of the 14th Annual Diversity Summit.

- Continued to incorporate diversity-related issues in Cadet Leader School coursework to enhance awareness and appropriate actions in dealing with current issues and situations within the corps. The case studies related to ethnicity and gender were assessed by cadets as the most relevant component of the course.

- Mentored, counseled, and advised students by setting specific guidelines and expectations on treating all cadets with dignity and respect.

- Organized outreach initiatives, including the university’s White Ribbon Campaign to stop violence against women. In addition, the corps continued to develop its relationship with the Women’s Center by helping to organize and support the Mentors in Violence Prevention training. As part of the corps’ RESPECT program, an MVP session was held with all chaplains and commanders to discuss language, gender roles, stereotypes, and how to foster an environment of respect in the corps.

- Held numerous mentoring and networking sessions for female cadets:
  - The female cadre and Maj. Carrie Cox met with first-year female cadets during New Cadet Week to discuss their transition to the environment, specific female regulations, corps and campus resources, and other pertinent issues;
  - During fall semester, Maj. Cox met with the first-year female cadets and female cadet leaders to talk about their experiences in the corps, opportunities available, and corps and campus resources available;
  - Ensured first-year cadets met other female cadets outside of their company and ROTC;
  - Conducted Mentors in Violence Prevention training for first-year female cadets, focusing specifically on language and gender roles and stereotyping;
Corps of Cadets (continued)

- In the spring, Maj. Cox met with the senior females to discuss their transition to the military or civilian workforce, and with the sophomore and junior females to discuss leadership roles as they take on NCO and officer positions next year.

- Organized a new group, Women of the VTCC, with the help of Cadet Amanda Schultz. It recognized the need for female cadets to network with alumnae and other women supporters of the corps. The first annual breakfast was held Feb. 26 at the Inn at Virginia Tech. More than 100 female cadets and 20 alumnae were in attendance. There are plans to hold the second annual breakfast next spring.

- Reported more than 66 percent participation in the annual Climate Survey. Results showed that cadets do not feel harassed or discriminated against and the majority would report harassment or discrimination if it were to occur.

- Participated in several outreach activities throughout the year:
  - During spring semester, cadets James Privette and Matthew Garrett traveled to Newport News, Va., with Karen Eley Sanders and others from Virginia Tech for the Living Career Fair and Career Exploration event as part of Hokie Day at An Achievable Dream Academy;
  - The October Sky festival in Coalwood, W.Va.;
  - Cadets Princess Gibson and Joshua Yazman volunteered as referees for the local Upward Basketball league;
  - The Winning Choices program at Montgomery County schools;
  - Reading in local elementary schools and daycares.

Cranwell International Center

- Offered a training series to Virginia Tech staff, which included the development of multicultural communication skills and awareness, as well as panels of students who shared experiences being international in the Virginia Tech community. Approximately 20 individuals were awarded certificates for completion of the series.

- Provided advocacy and support services to the significant number of students who were impacted by political unrest and natural disasters throughout the world.

- Provided information and services to more than 20 departments working to improve their climate for international students.
Appendices

Dean of Students Office

- Led 5,054 new students in the Community of Hokies session at orientation. Redesigned the program to incorporate the division’s Aspirations for Student Learning and introduce new Hokies to community expectations such as Hokies Respect and the Principles of Community.

Multicultural Programs and Services

- Created a full-color diversity brochure, which will provide prospective students with demographic statistics of the university’s student body, as well as information about cultural celebrations, programs, and student organizations. This brochure will serve as a resource and will be distributed in fall 2011, primarily in the Office of Undergraduate Admissions and departments in the Division of Student Affairs.

- Coordinated with the Lesbian Gay Bisexual Transgender (LGTB) Faculty Caucus, Queer Grads and Allies, and the LGTBTA to house a new LGTB coordinator position in 2011. This position will support community activism and engagement.

- Continued to offer Matrix Discussions: Diversity Training and Conversations with various campus groups, including the veterinary college and counselors from around the state of Virginia.

- Facilitated the sixth annual Poetry at The Grove, an afternoon of poetry and stories focusing on Jewish life, history, and culture. The community event, which is hosted by the Office of the President and coordinated by the Jewish Student Union, is a featured program during Jewish Awareness Month.

- Sponsored the 13th annual Celebration of Diversity during Homecoming Week 2010. With Homecoming Court candidates serving as emcees, this collaborative event featured 11 performances by student organizations sharing their cultures through song, dance, spoken word, and theatrical routines.
The departments within the Division of Student Affairs continue to be actively engaged in assessment. Each department developed at least one student learning outcome and one administrative/program outcome for 2010-11. Administrative areas have also developed at least one administrative outcome for 2010-11. The outcomes and findings are recorded in WEAVEonline. Many departments are currently reviewing their mission and goals, and creating outcomes with a focus on the division’s Aspirations for Student Learning. As a division, we will continue to be engaged in assessment and make decisions based on assessment findings that contribute to the university’s goal of continuous improvement.

Assessment activities have led to changes and improvements over the past three years. Below are several examples from departments within the division:

- Corps of Cadets made changes to academic leadership course offerings. The Corps moved from offering one leadership course, to eight courses structured in a sequential format to better meet the needs and developmental stage of each class of cadets. The courses are now graded on an A-F scale instead of pass/fail.

- Cranwell International Center developed a two-day comprehensive orientation program for international undergraduates. Assessment findings confirm that the new program is better meeting the needs of this student population. A graduate student orientation will be implemented in August 2012 based on the success of the undergraduate orientation.

- Multicultural Programs and Services implemented significant changes to the Each One Reach One Mentoring Program. Changes for 2011-12 include more involvement of the students that serve as mentors. Mentors now participate in interviews and selection of the mentees and have the opportunity to serve on an executive board that will have input into planning events.

- Schiffert Health Education developed a “Sleep Better Techniques” workshop in 2010-11, attended by 238 participants. This was a result of a finding of the spring 2008 American College Health Association’s National College Health Assessment that 28.6 percent of Virginia Tech students reported that sleep difficulties had an impact on their academics. This was the third highest indicator (out of 24 possibilities) after stress and cold/flu/sore throat. Health Education already had programs in place to address the other two issues.
The following are the 2011-12 goals that have been established for the Division of Student Affairs:

- Initiate an Alumni Advisory Committee to work with division on leadership programs.
- Organize panels of alumni to meet with students in leadership programs.
- Develop a Student of the Month program that recognizes outstanding students and features them on the division’s website.
- Implement recommendations from Task Force to Reduce Alcohol Harm, Injuries, and Fatalities.
- Open new Honors Residential College in East Ambler Johnston Residence Hall.
- Implement needed changes in University Policies for Student Life.
- Reconsider Commission on Student Affairs membership structure.
- Revise Commission on Student Affairs policies and procedures for the distribution of student activities fees.
- Reach accord between Commission on Student Affairs and Collegiate Times on anonymous comment policy.
Goals for 2011-12

Appendices

- Renovate and upgrade West Ambler Johnston Residence Hall.
- Initiate design competition for re-envisioning of Upper Quad buildings, including Lane, Brodie, and Rasche Halls.
- Renovate and expand West End Market dining facility.
- Complete construction of the Academic and Student Affairs Building that includes Turner Place dining facility and offices for Services for Students with Disabilities.
- Begin construction of Sigma Phi Epsilon fraternity house in Phase IV Special Purpose Housing.
- Implement centralized auxiliary budget for the division's administrative support units.
- Plan for smooth transition in division leadership for new Vice President for Student Affairs.
- Evaluate the effectiveness of division administrators on a periodic basis through five-year periodic reviews.
- Support the university's commitment to continuous improvement through leadership by the Vice President for Student Affairs for compliance with Administrative Quality and Improvement reporting.
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