STUDENT AFFAIRS **ANNUAL REPORT**

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VIRGINIA TECH.

2018-2019 Annual Report for Student Affairs

Submitted by Dr. Patricia A. Perillo, Ph.D., Vice President for Student Affairs

Student Affairs at Virginia Tech is comprised of 25 departments and administrative units, with more than 3,600 student, faculty, and staff employees.

- Advancement
- Assessment and Professional Development
- Communications
- Cook Counseling Center
- Corps of Cadets
- Cranwell International Center
- Cultural and Community Centers
- Dean of Students
- Dining Services
- Finance
- Fraternity and Sorority Life
- Hokie Wellness

- Housing and Residence Life
- Human Resources
- Information Technology
- Learning Partnerships
- New Student and Family Programs
- Recreational Sports
- Schiffert Health Center
- Services for Students with Disabilities
- Student Conduct
- Student Engagement and Campus Life
- VT Engage

Key Accomplishments during Academic Year 2018-2019

Student Affairs priorities include: Aspirations for Student Learning, Well-being, Diversity and Inclusion, Leadership and Service, Facilities and Administrative Efficiencies, Living-Learning Programs. Our accomplishments are organized within these priority areas.

Aspirations for Student Learning

The Aspirations for Student Learning continue to guide the work of Student Affairs. We create robust learning environments that engage students in personal reflection, mentorship, and peer-to-peer learning across diverse demographic variables. This year's successes and highlights include:

- Student Affairs' Learning Partnerships, Communications, and Information Technology teams developed a custom web application for student use in exploring all that Virginia Tech has to offer in a meaningful and purposeful way. The beta version of the ExperienceVT app will be piloted in the 2019-20 year with a select group. Learning Partnerships worked collaboratively with the 25 Student Affairs departments to generate content for the ExperienceVT web application, which includes more than 380 unique learning experiences.
- Students explored the Aspirations for Student Learning through bolstered programs. These include events designed to encourage curiosity, like GobblerNights with various themes, and events that inspire self-understanding and civility, like the Perspective Gallery's Black Love exhibit and Community Narratives.
- Fraternity and Sorority Life (FSL) hosted the inaugural Fraternal Leaders Institute: Presidents' Academy, where 90% of participants strongly agreed or agreed that they "have a better understanding of how to integrate the Aspirations for Student Learning into the FSL experience."

Well-Being

For students to participate in higher-order learning, they must feel safe, discover friendships and a sense of belonging, have adequate support services, and find comfortable living and learning environments. To persist in higher-order learning environments, students must thrive. Throughout Student Affairs, there were many efforts this year that advanced our priority area of well-being, which includes the following dimensions: purpose, financial, physical, emotional, social, and sense of community.

- In the past academic year, approximately 5,000 Virginia Tech students visited Cook Counseling Center for 30,000 appointments; this represents a 26% increase in the number of students and a 41% increase in the number of student appointments from 2017-2018.
- The Provost and Vice President for Student Affairs appointed a Task Force on Mental Health. Under the direction of Assistant Vice President for Student Affairs Chris Wise, the Task Force gathered experts from across campus, including student representatives, and produced a report with eight major recommendations that will be implemented in the coming year. The Healthy Minds Study and Virginia Tech's participation in the Center for Collegiate Mental Health provided the context for students.
- A total of 5,337 students attended 273 Healthy Hokie workshops presented by the Health Education and Awareness Team (HEAT). HEAT was recognized by NASPA, the leading student affairs association, as an Outstanding Peer Education Group at the NASPA General Assembly Conference.
- Hokie Wellness offered evidence-based alcohol and drug interventions to 1,000 students, grew partnerships with Virginia Tech Athletics by providing alcohol education to individual teams, and provided mental health and alcohol education with Fraternity and Sorority Life. The Recovery Community at Virginia Tech continued to grow and received a $50,000 grant to further this work.
- We created a new mental health area of Hokie Wellness which includes the development of resiliency, mindfulness, and self-care workshops; the re-establishment of the mental health student coalition; and a campus-wide assessment of mental health programing and services.
- In the first two weeks of classes in the fall 2018 semester, 15,508 students exercised in the McComas Hall and War Memorial Hall recreation centers, a 7.9% increase over 2017. While 15,508 is the unique number, we had 67,677 visits in those two weeks. The commitment to wellness and physical activity in those first two weeks of the academic year is an important metric, as it increases the likelihood of continued student use of recreation offerings throughout the year.
- For the fourth year, Virginia Tech received the Gold Award for the on-campus Exercise Is Medicine® (EIM) program, a global health initiative managed by the American College of Sports Medicine. The initiative encourages healthcare providers to include physical activity when designing treatment plans and to refer patients to evidence-based exercise programs and qualified exercise professionals.
- Two outdoor recreation facilities were constructed on campus. The Venture Out Challenge Course consists of a high ropes course with different towers and levels that allow for customized programming to match the needs of various groups requesting use. The Fitness Park was built in a residential quad, and includes outdoor exercise equipment and upgraded basketball and sand volleyball courts. Both of these assets allow us to reach people beyond the walls of a recreation center.
- The Dean of Students Office provided approximately $108,000 in emergency funds and tuition assistance to 79 students throughout the academic year. This assistance was made possible through the Murdock Emergency Assistance Program, which was enhanced this year by the philanthropic support of a Hokie family.

- Student Conduct heavily promoted the Self-Reporting and Bystander Intervention policy in 2018-2019. Introduced in fall 2016, the policy provides amnesty to students who seek help for themselves or others in situations involving alcohol or drugs where medical attention is needed. More than 100 students received help under the policy this year, an increase of 18% from the previous year and an increase of 47% since the policy was approved.
- Fraternity and Sorority Life produced its annual Chapter Scorecard, which includes information on academic performance, costs of membership, participation in leadership and risk management programming, and chapter and individual conduct status. The scorecard gives students and families more information when deciding about possible membership. Additionally, a memorandum was created for new students and families about the 48 chapters registered with Virginia Tech, chapters that lost recognition, and unrecognized organizations that continue to operate locally.
- Fraternity and Sorority Life co-sponsored the Risk Management Institute (RMI) with the Interfraternity Council and Panhellenic Council. A total of 136 participants from three councils attended, a 44% participant increase from the previous year. When surveyed, 83.65% of participants strongly agreed or agreed that "RMI helped develop my knowledge of safety, prevention, and safe event planning" and 95.2% of participants strongly agreed or agreed that they "have more knowledge on the resources available to help me understand risk management."

Diversity and Inclusion

Diversity and inclusion has been a priority for Student Affairs for years, and with President Sands' goal of significantly increasing student diversity over the next few years, we have elevated focus on this priority area. The accomplishments made in the last year toward creating a more diverse and inclusive community include:

- Housing and Residence Life launched a comprehensive gender-inclusive housing process in fall 2018 and filled 78 student rooms across the residential system beginning in fall 2019.
- Schiffert Health Center hired and retained staff members to provide services specific to the LGBTQ+ community.
- Cranwell International Center worked with the Council of International Student Organizations to produce the 60th Annual International Street Fair, which was the largest and most diverse in the event's history, both in number of attendees and the number of student groups participating.
- The 2019 Martin Luther King Jr. Celebration, hosted by Cultural and Community Centers, featured speakers Jemele Hill and Tommie Smith at its annual keynote event. Smith and Hill discussed the responsibilities and risks of using a professional platform for social justice.
- Cultural and Community Centers hosted ten cultural achievement ceremonies for students who graduated in the spring semester, with the highest attendance per ceremony to date.
- Vegan and plant-forward initiatives extended the scope of Dining Services' food offerings. Dining obtained a peta2 Vegan Report Card certificate and an 'A' rating for the institution.
- Human Resources (HR) evaluated the candidate liaison program, linked it to diversity advocates, expanded the number of liaisons, added online resources, and provided training. Additionally, HR revised the process for background checks for hiring refugees who do not possess all international documents due to their refugee status.
- The Dean of Students Office implemented the Bias-Incident Response Team (BIRT), a new transdisciplinary and coordinated-care approach to handling bias-related incidents. During the 2018-2019 academic year, BIRT reviewed and responded to 79 reports from university community members, which resulted in opportunities to educate and recommend practices to shift behaviors and culture within the campus community.

- Student Conduct and the Hokie Handbook committee worked closely with the National Association for the Advancement of Colored People (NAACP) student organization to add a statement to the Student Code of Conduct on enhanced sanctions for policy violations motivated by bias. This statement underscores Student Conduct's commitment to the Principles of Community and reflects the university's anti-discrimination policy. The Board of Visitors approved this statement in June 2019.
- Student Affairs Communications spearheaded the revision of the university's accessibility web portal in partnership with Services for Students with Disabilities, Technology-Enhanced Learning and Online Strategies (TLOS), the Office for Equity and Accessibility, and the Disability Alliance and Caucus. Additionally, the Communications team initiated work to merge, update, and improve a centralized website for all-gender and gender neutral restrooms throughout campus. In partnership with Facilities and University Planning, we will continue to provide site sustainability while ensuring accurate and up-to-date information.
- During 2018-2019, Services for Students with Disabilities was instrumental in helping the University identify and address barriers to access and inclusion for students with disabilities.
- Services for Students with Disabilities re-implemented the Academic Coaching Program, a retention and transition program for students with disabilities. This program builds on Student Affairs' goal to help students create a uniquely personalized Virginia Tech Experience, where they are able to explore, practice, and live.
- During its fall 2018 meeting, the Virginia Tech Parent Council program focused on diversity and inclusion efforts at Virginia Tech and within Student Affairs, including tours and information about Cultural and Community Centers.
- The Student Affairs Diversity and Inclusion Strategic Plan was advanced through development of an implementation plan and achievement of some of the tasks delineated.

Leadership and Service

Part of Virginia Tech's land-grant mission is to produce graduates who lead and serve. At Virginia Tech, there are limitless opportunities for students to engage in both leadership and service. This work happens in many circumstances: on-campus peer-to-peer leadership experiences, including student organizations; within the Virginia Tech Corps of Cadets; off-campus service learning and community engagement; and student employment. Research shows that these experiences make competence and skills development accessible and real for students. Leadership and service highlights for 2018-2019 include:

- As a display of commitment to the Aspiration "Embrace *Ut Prosim* as a Way of Life," 80% of Virginia Tech Corps of Cadets seniors entered active military service as officers in the Armed Forces upon graduation. Additionally, 20% of Corps graduates chose to serve in the private sector and, by their last day on campus, 75% of those had received offers of employment or graduate school acceptances.
- Student Affairs Human Resources team members were active participants in the design and implementation of the new applicant tracking system PageUp, providing leadership for software iterations, testing the system, and training.
- Schiffert Health Center achieved a patient satisfaction rate of 96%, a 2% increase from the previous year.
- A total of 48 Step Up student leaders were trained to provide awareness of social topics and facilitate reflection on community engagement. They led 228 service experiences with 820 participants in Peru, the Dominican Republic, Louisiana, Virginia, South and North Carolina, Kentucky, West Virginia, Tennessee, Maryland, and the local community.

- The Campus Kitchen at Virginia Tech, in partnership with Dining Services and 280 volunteers, diverted 48,358 pounds of food to four local community partners.
- Fraternity and Sorority Life hosted its inaugural Fraternal Leaders Institute: Presidents' Academy (FLI: PA) and 96% of the 56 participants strongly agreed or agreed that "FLI: PA helped develop my knowledge of leadership concepts and practices."
- Assessment and Professional Development implemented a new learning series focused on leadership for Student Affairs employees. The program will continue to grow in the next fiscal year.
- Student General Managers in Dining Services averaged 4.6 on a 5-point survey scale, showing that they are retaining and upholding management standards and roles. The Student Management Development program is facilitated by the recently added Training Specialist position.
- The Dean of Students (DOS) Office launched a semester-long review of interfaith engagement programming for Virginia Tech. From that review, it developed an engagement plan for the 2019-20 academic year that includes five learning outcomes for interfaith engagement. The DOS Office was awarded a Campus Innovation Grant from the Interfaith Youth Core to implement and initiate its Common Ground program in spring 2020.
- New Student and Family Programs developed a 3-credit class for Orientation Team members and Global Ambassadors.

Facilities and Administrative Efficiencies

It is essential that our infrastructure keep pace with enrollment, as well as the changing needs and expectations of our students. Maintaining and modernizing existing facilities, constructing new facilities, updating processes, and integrating new technologies into our work allows us to be more effective and efficient in the delivery of our programs and services. In 2018-2019, much behind-the-scenes facilities work was accomplished and we implemented several new digital platforms to enhance the delivery of our work.

- Assessment and Professional Development added a new application to the existing assessment platform, making reporting on assessment efforts more efficient and easier.
- Communications converted all divisional websites to the University Relations branded and standardized "One" template, and revised all websites for mobile and end-user maximum functionality. Communications also completed conversion of Student Affairs design assets to the new university brand, created toolkits, drafted a divisional brand guide, and designed branded templates.
- Cook Counseling Center continued to expand the physical range of services across campus to meet increased demand. The Center added significant office space in Kent Square, doubling the size of the office, added space for a counselor on the Roanoke campus, and began renovation of a suite of offices in the North End Center. This allowed for the addition of six counselors and a psychiatric nurse practitioner.
- Cranwell International Center transitioned to completely paperless business processes for all immigration-related services using Sunapsis, the enterprise software systems that serves as the online immigration services portal for international students and scholars.
- Dining Services enhanced and converted new hire orientation to an online Canvas course. This saved $16,560 for Dining Services in costs and maintained a food safety testing rate of 98.9%. Dining Services also switched to an online test to best meet the business needs of the program and provide flexibility for today's students.

- In partnership with Student Affairs Information Technology (SAIT), Dining Services upgraded Symphony, the point-of-sale server's hardware and software, for more reliable service in all dining halls. Dining partnered with SAIT and Hokie Passport to set up a system that allows students to pay for their meals in Dietrick Dining Hall using biometric readers. The service is expected to expand to other dining halls in the future.
- Human Resources conducted evaluation of the faculty search process and revised resources for hiring managers, search chairs, and search committees, including online resources and checklists. HR also initiated a Student Affairs Welcome Packet for new employees as a part of our divisional onboarding process.
- SAIT responded efficiently, effectively, and successfully to more than 3,000 Kaseya ticket requests for IT service assistance. The IT team designed and implemented 32 new applications, rewrote 79 applications, updated 85 applications, maintained 133 existing applications, and created four Office 365 forms.
- Schiffert Health Center achieved another 3-year reaccreditation term through the Accreditation Association for Ambulatory Health Care.
- In an effort to streamline services for all clients, Student Engagement and Campus Life leadership merged the operation services unit and event planning office under one leader. The resulting unit, Event Services, has the ability to assist clients from the start of the reservation process through the event in a seamless fashion.
- The greatly used Commonwealth Ballroom in Squires Student Center underwent a $3.2 million renovation during the 2018-2019 academic year. The renovation includes new walls, floors, and doors; an updated lighting grid, mounted projectors, and screens; an accessible stage and ramp; and the addition of a Skyfold wall.
- The merged teams of VT Engage and Leadership Education Collaborative continued to review job responsibilities and efficiency of each position. The team created new position titles that aligned appropriately with an updated organization chart. These updates highlighted the need for a new coordinator position to manage the increased Campus Kitchen project workload as well as half-day engagement opportunities to meet the needs of our students and community partners.
- With Student Affairs Information Technology support and in partnership with Housing and Residence Life, Title IX, Dean of Students, and Hokie Wellness, Student Conduct led the procurement and implementation of the new Maxient database system. This shared solution allows Student Conduct and partners to communicate across functional areas to ensure students are well-supported.
- New Student and Family Programs purchased and implemented VisualZen, a new Orientation registration tool that integrates with Banner.

Living-Learning Programs (LLPs)

We know that students who participate in Living-Learning Programs (this includes Living-Learning Communities and Residential Colleges) have higher GPAs, fewer conduct referrals, and higher rates of mentorship. President Sands has identified growth in LLPs as a priority for the university. We currently house 35.9% of our residential students in LLPs and the goal is to reach 67% by 2025. Each year Student Affairs is increasing the number of Living-Learning Community (LLC) and Residential College (RC) offerings and enhancing those that already exist. Accomplishments in the 2018-2019 year include:

- Communications completed cohesive branding of all LLPs, including revised logos to affiliate with Virginia Tech and identify as an LLC or RC accordingly, while maintaining any existing graphic representation. An LLP-specific brand guide is nearing completion to instruct on proper usage. This was a critical step toward elevating LLPs collectively as part of our strategic priorities, as a university priority, and as a campaign priority.
- Housing and Residence Life has 16 living-learning programs. This year there were 3,323 students in LLPs, or 35.9% of the total residential population of 9,261. Comparatively, last year we had 3,179 students, which was 33.6% of the total residential population of 9,417. This year, LLPs have collectively comprised 34.7% students of color, slightly higher than the non-LLP on campus percentage of 32.4%. Five individual LLPs have achieved greater than 40% students of color.
- The Mozaiko LLC experienced tremendous success in its first year and, as a result, will grow from 88 students in fall 2018 to 118 students in fall 2019, a 34% increase. The Thrive Living Learning Community also experienced a 26.9% increase in students this year.
- Cultural and Community Centers partnered with the Ujima LLC to sponsor overnight cultural excursions to Richmond, Virginia, and Greensboro, North Carolina. Students explored the Manchester slave trail and experienced a reenactment with the Elegba Folklore Society. They participated in a live Skype session with Jibreel Khazan, one of the original members of the Greensboro Four, who took part in the pivotal Civil Rights non-violent sit-ins. The following day the group traveled to the International Civil Rights Center and Museum.
- Housing and Residence Life partnered with University Studies to launch two new LLCs. VIA LLC will open with 60 students. VIA, Latin for "road" or "way," is designed for University Studies students to explore majors and career pathways. Meraki LLC will open with 73 students. Meraki is a partnership with Human Nutrition, Foods, and Exercise and is an interdisciplinary community for students who share an interest in health, wellness, and well-being.
- Programming for the Virginia Tech Parent Council, as well as the Student Affairs Alumni Advisory Board and Young Alumni Board, was focused on LLPs, including tours of several facilities. LLPs were also featured as part of Reunion 2019, an annual University Advancement event.

Other

We had many other successes this year that go beyond our six priority areas. These accomplishments include:
- Student Affairs' fundraising goal for 2018-2019 was $800,000. We raised $1,123,796, which is 40% over our goal. The Hokie Family Fund goal was $200,000. We raised $227,220, which is 14% over our goal. With restructuring in Student Affairs Advancement, we expect to see even more growth in our fundraising efforts in the coming years.
- Cadets' academic grades continued to advance with a fall GPA of 3.16 and spring GPA of 3.22, the Corps' highest academic performance on record.
- New Student and Family Programs implemented a new Orientation schedule, moved check-in to Lane Stadium, moved the University Welcome to the Moss Arts Center, and had students reside in the halls on the Upper Quad during Orientation.
- VT Engage participated in 20 classes, reaching 1,265 students through service learning experiences while collaborating and consulting with 13 faculty members during the academic year.
- Communications executed tremendous work regarding language, messaging, and approach to transition-related programming. Examples include an extended partnership with Admissions on offer packets, which were completely revised for 2018-2019; an innovative University Welcome and family session during Orientation, including new and updated scripts and presentations; newly branded and broadened Welcome Week marketing materials and outreach efforts; and a redesigned Hokie Family eNews as well as a purged and refreshed recipient list.

Update on Student Affairs' Strategic Plan

In 2017, Student Affairs concluded work on our 2012-2018 Strategic Plan. As the university planning process was underway, Student Affairs has focused on the co-curricular and experiential learning that contributes to the development of a VT-shaped student. By focusing on competence, skill, and personal development, Student Affairs continues efforts to prepare students to meet the academic rigor of their program of study, as well as to develop the ability to solve problems in an increasingly diverse and complex global community.

Student Affairs identified six key strategic objectives:
- Aspirations for Student Learning
- Well-Being
- Diversity and Inclusion
- Leadership and Service
- Facilities and Administrative Efficiencies
- Living-Learning Programs

In spring 2019, members of Student Affairs leadership further defined the six objectives and received feedback on them from colleagues in the division and from student leaders. Now, as we enter into the formal Student Affairs Strategic Plan process and to align with and advance *The Virginia Tech Difference: Advancing Beyond Boundaries*, these six areas will be key components of our division plan.

Vice President Perillo has designated Dr. Martha Glass, Executive Director of Assessment and Professional Development, and Dr. Angela Simmons, Assistant Vice President for Student Affairs, to lead the strategic planning process for Student Affairs. They have identified ten colleagues in Student Affairs to serve on the Student Affairs Strategic Planning Committee. The committee began meeting in spring 2019. In July 2019, the committee invited Erin McCann, Director of Strategic Planning, to present the final university plan and discuss next steps in the planning process. The committee will work during the fall semester to identify university milestones that Student Affairs aligns with and supports, and will develop milestones that advance the university priorities and goals. Action steps for each will be developed. Each milestone will have metrics and data sources identified. The goal is to have a draft strategic plan in early 2020. The committee will share and request feedback on the draft from colleagues and students, with a final divisional plan slated for May 2020.

Update on Leadership

Communication Strategies

Student Affairs is a collaborative community of dedicated employees representing 3,600 individuals with unique backgrounds, perspectives, experiences, and talents who are committed to "know and be known." Student Affairs is also the voice and representation of the Virginia Tech student experience to current students, families, and student leader alumni. Balancing these multiple constituencies requires coordination, care, and competence. Student Affairs values open, collaborative, and candid communication while upholding confidentiality and personal privacy.

Internal communications within Student Affairs focuses primarily on employee awareness of strategic initiatives and their vital role in ensuring an inclusive, sustainable, and productive culture for learning. To achieve this, the division utilizes SharePoint as our organization's intranet for announcements, calendar planning, and discussions. The Vice President for Student Affairs hosts open office hours and sends a monthly email of important updates and information to all employees. She meets weekly with senior leadership and monthly with departmental directors. Additionally, there are two annual Student Affairs town hall meetings. The creation and establishment of Leadership Circles for similar employee constituency groups at all levels of the organization continues to provide valuable internal communication and exchange of information related to employee relations, team building, and staff morale. The opportunities to be and stay informed in Student Affairs are plentiful.

External communication to students, families, and alumni is of equal and critical importance. We leverage communication to students through transition messaging, from the initial offer of admission to Orientation, in *You're In… Now What?*, and through Welcome Week. We utilize monthly messages on Canvas, the VT News Student Weekly, social media, engagement with the Commission on Student Affairs and Order of the Gavel, and an annual communication plan of messages from the Vice President for Student Affairs. Each year, we produce nine newsletters for families, with a distribution list of more than 21,000 and an exceptional open rate of 35%. Our online Family Handbook is updated annually. We send emails on unforeseen topics of interest for targeted communication when necessary. We manage the Virginia Tech Parent Council, a volunteer board, where an open exchange of information exists between the university, Student Affairs, and parents of current students, with monthly outreach and in-person meetings each semester. We also frame messaging at family events such as Family Orientation, Family Weekends, and commencements. For student leader alumni, we manage the Student Affairs Alumni Advisory Board and Young Alumni Board, partner with Alumni Relations on events such as Homecoming and the university's monthly alumni newsletter, and conduct special events across the country.

Creation or Revision of Policy and Procedures

Student Affairs has responsibility for all 8000-level University Policies, including the Hokie Handbook, which comprises the Student Code of Conduct. These administrative policies outline the purpose, classification, criteria, and support for students and student organizations. The Hokie Handbook is reviewed, updated, and approved by the Board of Visitors annually. In the 2018-2019 academic year, the weapons policy was updated to align more closely with University Policy 5616. Additionally, in collaboration with students, Student Affairs added a statement to the Student Code of Conduct on sanction enhancements for policy violations motivated by bias. This statement identifies bias as an aggravating circumstance in a policy violation, thus subjecting a student to a sanction more severe than would be imposed in the absence of such motivation. This statement aligns with Policy 1025 and the university's statement on non-discrimination.

Engagement of Student Affairs Faculty and Staff in Development of Decisions

Student Affairs is committed to learning and continuous improvement. Our senior leadership and all Student Affairs departments work with the division's Assessment and Professional Development (APD) team to create and maintain a culture of evaluation, data-informed decision-making, and personal and professional growth. The capacity of Student Affairs departments to develop goals and outcomes aligned with our learning goals -- the Aspirations for Student Learning -- is impressive. We are regarded as a best-practice institution among our national student affairs peers.

To assess the quality and effectiveness of educational efforts, identify skills gaps and organizational needs, and to ensure the continuous development of knowledge and enhancement of employee skills, we conduct strategic planning and program review processes using the Council for the Advancement of Standards in Higher Education (CAS) in every department on a five-year cycle. Previous program reviews have relied heavily upon the established internal review process.

In addition to continuous improvement through the use of data, we engage others in decision making through infrastructure, time, and building relationships. The use of SharePoint as our intranet provides an open forum and collaborative space to store, organize, share, and access information from nearly any device, anywhere. Monthly meetings (individual and collective) and semester retreats with the Vice President for Student Affairs' leadership team offer opportunities for strategic planning. Committee participation is yet another way we engage our faculty and staff to further our initiatives. Ongoing Student Affairs committees include the Aspirations for Student Learning, Student Affairs Policies and Hokie Handbook, and Leadership Circles. The primary purpose of Leadership Circles is to connect employees in similar roles to share resources and ideas, as well as to strengthen leadership capacity. Leadership Circle co-conveners regularly meet with the Vice President for Student Affairs to share experiences and make recommendations for improvement.

Strategies for Development of Leadership Skills

Employees in Student Affairs participate in many of the university programs offered to all faculty and staff. Many departments support employees' participation in national, regional, and local professional conferences and trainings, as well as Virginia Tech-sponsored professional development and certification programs. Student Affairs also invests in educational programming and leadership development internally. These efforts focus on student development, diversity and inclusion, and administrative processes. Throughout the year, many departments across campus invite Student Affairs faculty and staff to participate in webinars and programs related to a specific student population or functional area. Internally, we sponsor two book club series, one in fall semester and one in summer, with a focus on diversity and inclusion. The Vice President for Student Affairs hosts two division-wide events annually, one each in fall and spring semesters. Administrative processes are the focus of Assessment Camp and Administrative Camp. Assessment Camp is a two-day program with introductory and advanced tracks that build an understanding of assessment and necessary skills to utilize data effectively. The administrative units of Assessment and Professional Development, Communications, Finance, Human Resources, and Information Technology collaborate to offer Administrative Camp, a daylong conference-style program that provides training on a variety of administrative processes. Assessment and Professional Development also offered two new educational programs focused on supervision and a "how-to" for developing a personal-professional development plan.