

2023-2028

# STUDENT AFFAIRS STRATEGIC PLAN

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STUDENT AFFAIRS  
VIRGINIA TECH





## A MESSAGE FROM THE VICE PRESIDENT

The Hokie student experience at Virginia Tech is *unique* — our students are invited to grow, develop, and achieve in an atmosphere that values learning, discovery, and engagement. Student Affairs seeks to support learning environments that facilitate belonging and help students develop skills in leadership, listening, and empathy. Hokies are effective leaders because they lead with purpose and have opportunities to fully embrace Virginia Tech's motto *Ut Prosim* (That I May Serve) as a way of life.

With the launch of our strategic plan in fall 2023, Student Affairs is building upon our pledge to support students in a community that values holistic student success and well-being. Our strategic plan outlines how we will strategically prioritize ways to sustain a culture that lives out our [Aspirations for Student Learning](#). In the spirit of the iterative process used thus far in its development, this plan is meant to be a living document. Our strategic priorities are intentional and show our deep commitment in fostering a culture of inclusion and belonging, prioritizes student success, advances the importance of civic engagement, and enriches student and employee lives through service.

In alignment with university priorities and initiatives, our strategic plan is focused on the future and will help guide our collective work toward advancing Virginia Tech as an internationally-recognized, global land-grant university while addressing challenges and opportunities presented by the changing landscape of higher education.

Overall, this plan opens up the opportunity for our division to make profound transformational change. Our success is measured by the success of every student. We will be known for the ways we treat students, colleagues, and stakeholders - with care, compassion, and excellence. Together, we will collaborate and innovate in an environment that will allow every student to achieve their academic and personal goals and ExperienceVT in a powerful and meaningful way.

Go Hokies!

Frances Keene, Ph.D.  
Vice President for Student Affairs  
Virginia Tech

# OUR MISSION AND ASPIRATIONS FOR STUDENT LEARNING

## Our Mission

The mission 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* (that I may serve).

## Our Aspirations for Student Learning



Commit to unwavering **CURIOSITY**

Virginia Tech students will be inspired to lead lives of curiosity, embracing a life-long commitment to intellectual development.



Pursue **SELF-UNDERSTANDING & INTEGRITY**

Virginia Tech students will form a set of affirmative values and develop the self-understanding to integrate these values into their decision-making.



Practice **CIVILITY**

Virginia Tech students will understand and commit to civility as a way of life in their interactions with others.



Prepare for a life of **COURAGEOUS LEADERSHIP**

Virginia Tech students will be courageous leaders who serve as change agents and make the world more humane and just.



Embrace **UT PROSIM** as a way of life

Virginia Tech students will enrich their lives through service to others.







## Our Focus and Commitment

Student Affairs supports student success by preparing students to live out the [Aspirations for Student Learning](#). We create and sustain a culture of learning outside of the classroom at Virginia Tech. We believe students can develop habits of interpersonal awareness, intentional actions, and self-reflection, which complement academic and professional education. We are deliberate in discerning and designing the learning opportunities available in student environments, creating new and innovative practices for student learning, and assessing the extent to which students are able to apply knowledge to solve problems. We challenge students to connect knowledge to the possibilities for improving humanity near and far, creating a legacy now and in the future.

Belonging is a crucial component of the campus culture Student Affairs aims to create. Here, employees and students from diverse backgrounds, experiences, interests, and needs come together around shared traditions and commitments, including the [Virginia Tech Principles of Community](#) and motto, *Ut Prosim* (That I May Serve). In our complex, dynamic, and ever-evolving environments, we have asked ourselves a bold question — How can Virginia Tech Student Affairs foster a healthier and more inclusive environment, where students

and employees alike feel like they truly belong? The work we do in Student Affairs and throughout the entire university is ever-evolving, hence why our division is focused and committed to Virginia Tech's [Beyond Boundaries](#) vision and advancing the [Virginia Tech Advantage](#). Throughout our work, we are committed to supporting student success at Virginia Tech, including those who are most vulnerable.

From within this vision, our division has constructed a strategic plan to serve as our roadmap in making transformational changes in the higher education landscape and to the way we do our work in an agile and proactive framework. We have a unique opportunity to help ourselves and our students create environments in which we can all flourish. Our strategic plan embraces opportunities to collaborate, innovate, and advocate for our students, employees, and beyond.

# OUR STRATEGIC PRIORITIES

To better serve our mission and advance the [Aspirations for Student Learning](#), Student Affairs has identified strategic priority areas for investment, examination, and alignment. Accordingly, we are focused on creating and sustaining a culture of *student success and well-being, ExperienceVT, and inclusion and belonging through teamwork, collaboration, and innovation; data-informed decision-making; and administrative excellence and effectiveness*, built upon a strong foundation of *employee well-being and flourishing*.

## Student Success and Well-being -----

*In a culture of student success and well-being, all students holistically care for themselves so that they can care for one another and the community. We help every student across our campuses develop the mindset and skills for defining and achieving their academic and career goals as part of a journey toward self-fulfillment.*

### GOAL #1

**Strengthen foundational partnerships and practices for student success and well-being.**

- **OBJECTIVE 1 :** To strengthen foundational partnerships and practices for student success and well-being, Student Affairs is committed to integrating specific recommendations put forth by the Virginia Tech Advantage initiative.
- **OBJECTIVE 2 :** Student Affairs will implement improvement plans that directly address the facilities, resources, and processes that are the most crucial for student well-being and success. This includes a deeper focus on the needs of underrepresented and underserved students, including an emphasis on off-campus student well-being. We will also prioritize an accessibility agenda to ensure inclusivity for all students.
- **OBJECTIVE 3 :** To ensure effective implementation, and in support of the Virginia Tech Advantage initiative, Student Affairs will establish a working group and develop an articulated process and timeline — in collaboration with relevant campus stakeholders — to consider recommendations and align policies associated with student well-being and success.
- **OBJECTIVE 4 :** Develop collaborative initiatives with university stakeholders — such as Undergraduate Academic Affairs, the Graduate School, and our campus partners outside of Blacksburg to ensure that all students have appropriate and timely access to resources and support systems.



## GOAL #2

**Identify, implement, analyze, and raise awareness of high-impact student success and well-being resources.**

- **OBJECTIVE 1 :** Student Affairs will work collaboratively with university leadership to leverage and effectively analyze data to identify and establish resources, effectively allocate resources, and prioritize initiatives that will make the most significant difference for all students.
- **OBJECTIVE 2 :** The division will take a comprehensive approach in communicating with students about our initiatives through various communication channels to ensure that students are aware of resources that can support their success and well-being.
- **OBJECTIVE 3 :** We will develop shared language to recognize contributions to student success and well-being across the division.

## GOAL #3

**Cultivate cutting-edge on-campus living that promotes student success, holistic well-being, and belonging as foundational to a student's entire Virginia Tech journey.**

- **OBJECTIVE 1 :** Student Affairs will fully integrate the Residential Well-being model into our residential environments with intentional programming that ensures that students have access to a wide range of resources and support systems within their residential community.
- **OBJECTIVE 2 :** Student Affairs will improve living-learning programs through strategic partnerships and the residential experience by promoting well-being, student success, and inclusion and belonging.
- **OBJECTIVE 3 :** Student Affairs will facilitate student interactions within a network of care by extending support within and beyond the living experience with an intentional focus on inclusion and belonging by allocating resources and staffing to enhance the residential environment.

## ExperienceVT -----

*In a culture of ExperienceVT, every Hokie will encounter the [Aspirations for Student Learning](#) as a framework to develop the knowledge, skills and abilities to customize their student experience, maximize their learning, engage their community and embrace a life of Ut Prosim (that I may serve).*

### GOAL #1

**Review, affirm and align the language and outcomes for ExperienceVT and the Aspirations for Student Learning.**

- **OBJECTIVE 1 :** Student Affairs will embrace and deliver experiences that promote and integrate compelling outcomes for ExperienceVT and the Aspirations for Student Learning.
- **OBJECTIVE 2 :** We will intentionally enhance ExperienceVT branding, marketing, and communications efforts to effectively reach and engage students across all populations.
- **OBJECTIVE 3 :** All institutional evaluation and data-collection infrastructures for student programming will reflect updated and aligned student learning and engagement outcomes for ExperienceVT.

### GOAL #2

**Identify, strengthen, and promote high-impact ExperienceVT opportunities.**

- **OBJECTIVE 1 :** In collaboration with Student Affairs leadership, divisional teams will work together to gather, access, and effectively utilize data for multiple purposes.
- **OBJECTIVE 2 :** We will regularly audit tools, resources, events, programs, and strategies for ExperienceVT initiatives to promote continuous improvement.
- **OBJECTIVE 3 :** Student Affairs will intentionally enhance student opportunities by co-developing plans with campus partners that will establish spaces, traditions, and key experiences that will promote community engagement university-wide and beyond (i.e. alumni).

### GOAL #3

**Elevate opportunities for students to connect with the community to ExperienceVT.**

- **OBJECTIVE :** Student Affairs will improve our communication efforts by ensuring that we are effectively reaching students with relevant and timely information through their preferred channels and platforms.





## Inclusion & Belonging - - - - -

*In a culture of inclusion and belonging, students bring and openly express their authentic selves in the classroom and beyond while engaging and developing relationships with individuals who share different perspectives and lived experiences across our campuses.*

### GOAL #1

**Create and establish a divisional foundational framework for inclusion and belonging.**

- **OBJECTIVE 1 :** Student Affairs will intentionally align our goals and strategies centered around inclusion and belonging with Virginia Tech's [InclusiveVT](#) institutional goals and [Principles of Community](#).
- **OBJECTIVE 2 :** Student Affairs will also prioritize and utilize meaningful data to inform operations, infrastructure, and resource decisions to support inclusion and belonging efforts.
- **OBJECTIVE 3 :** Student Affairs will facilitate opportunities that align with the inclusion and belonging framework for employees to develop skills needed to effectively engage with all student populations.

### GOAL #2

**Develop signature experiences for students to build capacity and take the lead in facilitating an inclusive environment at Virginia Tech.**

- **OBJECTIVE 1 :** Through strategic relationships and collaborative efforts, Students Affairs will develop divisional student-facing initiatives, training, programs, resources, and support to improve inclusion and belonging campus-wide.
- **OBJECTIVE 2 :** Signature experiences will facilitate relationships across differences, build trust, and celebrate InclusiveVT.
- **OBJECTIVE 3 :** Data will be collected and analyzed to advance student-facing inclusion and belonging learning experiences, which will lead to improved active listening skills for understanding, increases in empathy, and relationship building across differences.





## GOAL #3

Center representative student voices in developing programs, policies, practices, and decision-making.

- **OBJECTIVE 1 :** Student Affairs will assess the experiences and engagement levels of students who are underserved and underrepresented throughout Virginia Tech's campuses to identify and address practices that adversely impact a culture of inclusion and belonging.
- **OBJECTIVE 2 :** The division will regularly engage with students to establish meaningful and diverse channels for gathering candid feedback, which will inform and transform our initiatives and events to create a more inclusive and supportive environment for all students.
- **OBJECTIVE 3 :** Decision-making structures impacting the student experience will be informed by representative student voices.

## Teamwork, Collaboration, and Innovation

*In a culture of teamwork, collaboration, and innovation, all teams are inspired and equipped to deliver an exceptional campus experience by consistently centering our shared mission, collapsing barriers, integrating expertise, and pursuing bold and creative solutions.*

## GOAL #1

Co-create principles, expectations, and resources to inspire a culture of integration around shared core work within the division and across our campuses.

- **OBJECTIVE 1 :** Student Affairs leadership will ensure that all employees are equipped with tools and resources for effective partnerships and integrations within and outside the division.
- **OBJECTIVE 2 :** Student Affairs will establish a decision-making protocol for new initiatives that will include a decision matrix that fosters a commitment to integrated programming experiences.
- **OBJECTIVE 3 :** We will be intentional in our collaborative efforts across the division by integrating partnership and integration expectations in position descriptions.
- **OBJECTIVE 4 :** The division will establish articulated commitments to shared work that improves student success and employee satisfaction.



## GOAL #2

**Develop conditions that incentivize teamwork, collaboration, and innovation.**

- **OBJECTIVE 1 :** When launching a new initiative, Student Affairs will develop a written, shared understanding of the goals, roles, benchmarks, and timelines for group members and key stakeholders.
- **OBJECTIVE 2 :** When launching a new initiative, Student Affairs will intentionally convene representative, inclusive, and vetted working groups.
- **OBJECTIVE 3 :** When launching a new initiative, Student Affairs will develop a project plan that includes a communication plan to build trust and improve stakeholder engagement.

## GOAL #3

**Strengthen and expand academic partnerships.**

- **OBJECTIVE 1 :** Student Affairs will strengthen partnerships with Academic Affairs to enhance and create a comprehensive support system for students at Virginia Tech, with a focus on, underrepresented and underserved students.

## Data-Informed Decision-Making - - - - -

*In a culture of data-informed decision-making, all teams consistently gather, access, and share data across the institution to enhance student success and improve the Hokie experience. We build strong collaborations and rely on timely, accurate, and meaningful data to identify patterns, trends, and opportunities to anticipate and adapt to the ever-changing needs of students, employees, and campus partners.*

## GOAL #1

**Facilitate consistent, active, thoughtful, and equity-minded collection and use of data to inform all efforts.**

- **OBJECTIVE 1 :** Student Affairs will demonstrate our consistent and effective use of data through comprehensive documentation and workflow for data collection and storage, utilization of meaningful data, awareness of data sharing protocols, establishment of reasonable goals and metrics, completion of departmental dashboards, maintenance of a complete list of applications and data points, equipped data experts, accessible data for directors and senior leaders, and a consistent process guiding departmental strategic plans.

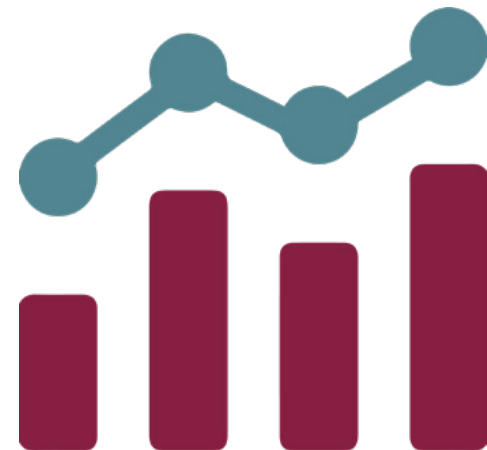


- **OBJECTIVE 2 :** Student Affairs develop effective training curricula for data experts and leaders that will give them the ability to collect, analyze, and utilize data through an equity-minded lens, within a culture of continuous improvement.
- **OBJECTIVE 3 :** Students affairs will effectively use data to inform priorities that will advance student success through multiple lenses, such as: administrative processes for automated data collection, data permeating operations and mindsets, using shared data values to improve decision-making, utilizing relevant peer and national data set benchmarking standards, and developing success metrics.

## GOAL #2

**Build cross-campus data infrastructure partnerships to broadly and securely share relevant, principled, and accessible metadata to strengthen collaboration and improve shared core work.**

- **OBJECTIVE 1 :** Student Affairs will develop a shared agreement on data use by establishing a training curriculum, documenting data access control mechanisms, gaining access to necessary university data, and chronicling how our data will be used to inform our decision-making.
- **OBJECTIVE 2 :** Student Affairs will secure data infrastructure for shared data by finalizing a data governance policy that aligns with university policy.
- **OBJECTIVE 3 :** The division will invest in collaborative partnerships that will use data to advance the student employee experience through clear and applicable definitions and purposes of data points for all users by establishing a metadata library for divisional data points and access privileges (i.e. University Data Commons dashboards). Data will be available, accessible, reliable, and entrusted to key stakeholders to inform decisions and actions.



## GOAL #3

**Develop proactive data utilization practices to anticipate campus needs.**

- **OBJECTIVE 1 :** Student Affairs will employ data for predictive analysis to proactively improve the student and employee experience and create innovative programs and opportunities.
- **OBJECTIVE 2 :** Student Affairs will utilize data to inform retention efforts for students and employees by having units cross-share retention data.
- **OBJECTIVE 3 :** Student Affairs will demonstrate a sustainable data infrastructure that will provide access to accurate, reliable, and relevant data.

## Administrative Excellence and Effectiveness

*In a culture of administrative excellence and effectiveness, all teams embrace continuous workflow improvements, prioritize fiscal responsibility, invest in modern systems, and seek out innovative solutions that contribute to exceptional learning and working environments.*

### GOAL #1

**Pursue innovative services and support for a seamless student experience.**

- **OBJECTIVE 1 :** Student Affairs will consistently access, gather, and use data to identify and address duplication, delays, gaps, and barriers to student support services.
- **OBJECTIVE 2 :** Student Affairs will further awareness and understanding of the student experience by intentionally improving shared administrative processes, services, and support structures to improve satisfaction amongst our students and the university community.
- **OBJECTIVE 3 :** As a division, we will implement efficient and inclusive coordinated efforts across the university with streamlined systems and practices that will remove systemic barriers and will instill a commitment to customer service that shows care and compassion for all students.



### GOAL #2

**Optimize information, hiring, and budget practices to improve team capacity and the student and employee experience.**

- **OBJECTIVE 1 :** Students Affairs will streamline the hiring process with guidance from divisional and institutional human resource leaders to reduce hiring time processes, re-evaluate and improve search strategies (i.e. internal and external), and will seek to build an internal recruitment candidate structure or system.
- **OBJECTIVE 2 :** Supervisors will be given the opportunities to increase their understanding of budgets and expenditures, improvements in cost accountability, the ability to pursue new initiatives due to departmental savings, and best practices in purchasing services and products that support student engagement.
- **OBJECTIVE 3 :** As a division, we will purposefully establish written procedures for administrative functions, which will be centrally accessible and will be supported by training for all employees.



## GOAL #3

**Modernize facilities, infrastructures, and technologies to create excellent student and employee environments.**

- **OBJECTIVE 1 :** Student Affairs will proactively engage and contribute to data-informed improvement plans for facilities, infrastructure projects, and technological systems that impact and prioritize the student and employee experience.
- **OBJECTIVE 2 :** Student Affairs will support projects that will provide safe and inspiring facilities to improve the overall student and employee experience.
- **OBJECTIVE 3 :** We will complete a technology system audit with guidance from our divisional and institutional information technology experts.

## Employee Well-being and Flourishing

*In a culture of employee well-being and flourishing, all team members are valued, empowered, and respected in a healthy, equitable, and inclusive work environment with career paths that positively impacts an individual's mental, physical, social, emotional, financial, and spiritual well-being.*

## GOAL #1

**Demonstrate principles of well-being and flourishing by raising awareness, building cultural capacity for well-being at all levels, and providing opportunities and support for career growth and capability development.**

- **OBJECTIVE 1 :** Student Affairs will intentionally engage in and enhance well-being best practices for our students and employees by utilizing resources such as the U.S. Surgeon General's Framework for Workplace for Mental Health.
- **OBJECTIVE 2 :** We will demonstrate improved retention rates of employees by engaging in and accessing an inaugural/on-going employee engagement survey - findings will inform decision-making.
- **OBJECTIVE 3 :** Student Affairs employees will report a sense of well-being, belonging, connection, and community.



## GOAL #2

**Provide opportunities and support for prioritizing mental/emotional, physical, social, community, and financial well-being.**

- **OBJECTIVE 1 :** Throughout Student Affairs, we will purposefully seek to adjust or employ additional strategies and policies that will be focused on improving the employee's well-being experience.
- **OBJECTIVE 2 :** Our employees will be provided the opportunity to participate in at least one well-being or professional development program per semester.
- **OBJECTIVE 3 :** Students Affairs will purposefully work toward enhanced levels of trust, autonomy, and influence in decision-making for divisional employees.
- **OBJECTIVE 4 :** We will intentionally define the Student Affairs Employer Proposition to attract and retain top talent. We will also share knowledge of effective compensation management practices and will assist in the establishment/maintenance of an equitable, market-competitive compensation system.

## GOAL #3

**Develop supervisors and leaders to build well-being capacity and enhance authentic, empathetic, and inclusive work environments.**

- **OBJECTIVE 1 :** Within Student Affairs, departmental leaders will engage in supervisory courses reaching Kirkpatrick Evaluation levels (measured at levels 1-Reaction, 2-Learning, 3-Behavior, and 4-Results).
- **OBJECTIVE 2 :** We will provide timely evaluation and feedback for learning needs, giving employees opportunities to participate in workforce, organizational, and professional experiences provided by the university and Student Affairs.
- **OBJECTIVE 3 :** As a division, our supervisors and leaders will be developed to proactively aim for higher retention rates.



# DEVELOPING THE STRATEGIC PLAN: OUR METHODOLOGY & TIMELINE

## Summer 2022

In summer 2022, the current Vice President for Student Affairs, Dr. Frank Shushok, and his senior leadership team, Vice President for Student Affairs (VPSA)-Council, developed seven high level “themes” that would serve as the guiding principles for the division’s strategic plan. After his departure, then Interim Vice President for Student Affairs Dr. Frances Keene, invited our consultant — Dr. Jennifer Meyer Schrage from resolvED. LLC — to lead a preliminary workshop on the Blacksburg campus with the broader Student Affairs Leadership Team. This workshop began to build on the themes and the structure for how the strategic plan would be developed. A planning team model was developed for each theme, which included a *Sponsor* (a VPSA-Council leader) and a *Planning Lead* (department level directors, with additional team members from Student Affairs). Each group was charged with developing a theme description, goals, and objectives. The process was designed to be iterative, encouraging input from students, employees, and partners throughout.

## Fall 2022

In fall 2022, planning teams began to focus on initial opportunities for engagement within the division. Our divisional fall kick-off meeting in September 2022 provided opportunities to engage in the process in breakout sessions. Individual planning teams hosted workshops, conducted surveys, and reviewed existing data throughout the fall and spring as they worked toward refining their theme, turned goal area, and began to specify objectives. Dr. Schrage provided structure, feedback and guidance throughout the process to the leads and sponsors checked-in with leads. Assistant Vice President for Administration, Dr. Martha Glass met regularly with our consultant and regular updates were provided to VPSA-Council.

## Spring 2023

During the spring semester, a draft was shared and additional refinements were made as part of the March 2023 leadership team meeting. Late in the spring semester, Dr. Frances Keene and Council reviewed final drafts of the goals, objectives, measures of success, and action items. A final product provided by Dr. Jennifer Meyer Schrage was developed into an implementation plan that will be implemented in spring 2024.

----- **Fall 2023**



Vice President for Student Affairs Dr. Frances Keene introduced the strategic plan at our divisional fall kick-off meeting in September 2023. Fall will focus on sharing the plan, preparing executive and departmental leadership to facilitate strategic planning implementation, getting buy-in throughout the division, and sharing the strategic plan with partners across the institution, including university leadership.

**Spring 2024**

By spring 2024, departments will begin drafting their own departmental strategic plans outlining how they will advance the divisional priority areas, goals, and outcomes.

# WHO WE ARE

## Student Affairs Departments

- Advancement
  - Assessment & Professional Development
  - Communications
  - Cook Counseling Center
  - Corps of Cadets
  - Cranwell International Center
  - Dean of Students
  - Dining Services
  - Facilities and Operations
  - Finance and Planning
  - Fraternity and Sorority Life
  - Hokie Wellness
  - Housing Services
  - Human Resources
  - Inclusion & Belonging
  - Information Technology
  - Learning Partnerships
  - Living-Learning Programs
  - New Student and Family Programs
  - Recreational Sports
  - Residential Well-being
  - Schiffert Health Center
  - Services for Students with Disabilities
  - Student Conduct
  - Student Engagement and Campus Life
  - VT Engage: The Center for Leadership & Service Learning
- Key Initiatives:
- ExperienceVT Initiative
  - First Generation Student Support Initiative
  - Interfaith Initiative



# APPENDIX

## A Special Thank You -----

Student Affairs used an intentional and inclusive approach to develop our strategic plan. As part of this investment, we engaged resolvED. LLC for its work with higher education institutions committed to elevating innovative voices for campus solutions and social change. We would like to thank Dr. Jennifer Meyer Schrage with resolvED. LLC for assisting us in achieving our goal to deliver a plan and process with cross-divisional authorship and ownership, reflection and relevance, clarity and focus, and with just the right balance of celebration and accountability.

Additionally, we would like to thank the committed group of student affairs employees who led the grassroots strategic planning efforts to carefully and thoughtfully create the framework for our divisional strategic plan. Our sincere appreciation goes out to our planning teams, including our *Sponsors* from VPSA-Council, *Planning Leads*, and *Team members* for each working group for developing the theme descriptions, goals, and objectives for each of our priority areas.

## Student Success and Well-being Work Group -----

**Sponsor :** Chris Wise, Assistant Vice President for Health and Wellness

**Planning Lead :** Jamie Penven, Director of Living-Learning Programs

### **Strategic Planning Team:**

- Amy Epperley, Senior Director for Hokie Wellness
- Nick Whitesell, Director for Student Conduct
- Rohsaan Settle, Director of Fraternity and Sorority Life
- Emily Holt Foerst, Virginia Tech School of Medicine Assistant Dean for Student Affairs and Director of Academic Counseling and Enrichment Services
- Andrew Dolbin-McNab, Associate Director for Learning Partnerships and Strength Based Initiatives

## ExperienceVT Work Group - - - - -

**Sponsor :** James S. Bridgeforth, Assistant Vice President for ExperienceVT

**Planning Co-Leads :** Ali Cross, Director of Recreational Sports and Meghan Kuhn, Director of VT Engage: The Center for Leadership & Service Learning

### **Strategic Planning Team:**

- Gabby McCollum, Associate Dean of Students and Director for New Student and Family Programs
- Angelica Witcher, Virginia Tech School of Medicine Assistant Dean for Student Vitality and Director of Student Affairs
- Captain James P. McGrath III, Director of the Rice Center for Leader Development
- Lauren Oliver, Associate Director of Living-Learning Programs

## Inclusion & Belonging Work Group - - - - -

**Sponsor :** Anthony Scott, Chief Inclusion & Belonging Officer for Student Affairs

**Planning Co-Lead :** Shaka Sydnor, Associate Dean of Students

### **Strategic Planning Team:**

- Lauren Surface, Virginia Tech Graduate School Director of Student Services
- David Clubb, Director of Cranwell International Center
- Ken Belcher, Director of Facilities and Operations
- Rebecca Caldwell , Director for Residential Well-being
- Jes Davis, Associate Director of VT Engage: The Center for Leadership & Service Learning
- Kayla Harris, Student Conduct Coordinator

## Teamwork, Collaboration, and Innovation Work Group - - - - -

**Sponsor :** James S. Bridgeforth, Assistant Vice President for ExperienceVT

**Planning Co-Leads :** Matt Ebert, Director for Learning Partnerships and Program Director for Studio 72 Living-Learning Community and Heather Wagoner, Director of Student Engagement and Campus Life

### **Strategic Planning Team:**

- Marianne Olschesky, Associate Director of Student Affairs Communications
- Colonel Craig J. Alia, Deputy Commandant of Cadets
- Kyle LeDuc, Associate Director for Recreational Sports Facility Operations
- David Andrews, Associate Director of Employee Wellness for Hokie Wellness

## Administrative Excellence and Effectiveness Work Group - - - - -

**Sponsor :** Ashley B. Roberts, Director of Student Affairs Communications

**Planning Co-Lead :** Brian Grove, Senior Associate Director of Dining Services

### **Strategic Planning Team:**

- David Chinn, Director for Student Affairs Finance and Planning
- Janice Tawney, Chief Advancement Officer for Student Affairs
- Major General Randal D. Fullhart, Commandment of Cadets
- Kanitta Charoensiri, Director of Schiffert Health Center
- Tara Frank, Assistant Dean for Residential Case Management and Support



## Employee Well-being and Flourishing Work Group - - - - -

**Sponsor :** Martha Glass, Assistant Vice President for Administration

**Planning Co-Lead :** Micah Fairchild, Director of Student Affairs Human Resources

### **Strategic Planning Team:**

- Stacey Duncan, Student Affairs Human Resources Manager
- Ellie Sturgis, Director of Cook Counseling Center
- Nikeshia Arthur, Director of Services for Students with Disabilities
- Samantha Buchanan, Associate Director for New Student and Family Programs

## Data-Informed Decision-Making Work Group - - - - -

**Sponsor :** Ted Faulkner, Assistant Vice President for Dining, Housing, and Student Centers

**Planning Co-Leads :** Hikmet Gursoy, Director of Student Affairs Information Technology and  
Jeananne Knies, Director of Assessment and Professional Development