



A Leader's Guide to Virginia Tech

Welcome to Virginia Tech!

We are pleased to have you as a member of our leadership team. This guide was created to support you in your new journey. It will provide information and resources to help you navigate Virginia Tech's complexity. The guide is not intended to take the place of any unit/departmental onboarding but is considered a supplemental resource. The content is divided into three phases, though you may review the information at any time.

- **Phase 1:** [Engage](#) (Pre-arrival through the first month of employment).
- **Phase 2:** [Equip](#) (2nd through the 6th month of employment).
- **Phase 3:** [Excel](#) (7th through the 12th month of employment).



The Hokie Bird, Virginia Tech's Mascot



A LEADER'S GUIDE TO VIRGINIA TECH
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ENGAGE (Pre-arrival – 1st month of employment)

Onboarding Resources

Shortly before your start date, you will begin to receive email messages with onboarding information and tasks. Please check with your leader or the designated onboarding coordinator if you have questions about those tasks. In the meantime, we encourage you to visit our onboarding resources webpage where you can find information on the community, relocation resources, benefits offered at Virginia Tech, parking information, and more.

<https://www.hr.vt.edu/onboarding/employee.html>

About Virginia Tech

This section includes a brief overview of the institution including who the decision-makers are, how decisions are made, and some of the cultural nuances of the institution.

Quick Facts

For a full summary of quick facts and the most updated information around enrollment statistics, university finances, and more, visit: <https://www.vt.edu/about/facts-about-virginia-tech.html>

- More than 37,000 enrolled on and off campus
- 110+ undergraduate majors
- 120+ master's and doctoral programs
- The main Blacksburg campus is 2,600 acres. There is an 1,800-acre agriculture research farm near the main campus. We have a significant presence across Virginia, including the Innovation Campus in Northern Virginia, the Health Sciences and Technology Campus in Roanoke, sites in Newport News and Richmond, and numerous educational and research facilities across the state. There is also a study-abroad site in Switzerland.
- There are a number of institutes, centers, and affiliated corporations. To see a full listing of these, visit: <https://www.research.vt.edu/about/institutes.html>
- Virginia Tech has a robust Corp of Cadets program. It is only one of two large, public institutions in the nation that maintains a full-time Corps of Cadets. The other is Texas A & M.

Our Vision

Virginia Tech will be a global leader by inspiring and empowering people to learn, innovate, and serve beyond boundaries.

Our Mission

Inspired by our land-grant identity and guided by our motto, *Ut Prosim* (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world.

To learn more, visit the [Virginia Tech strategic plan](#).

History and Traditions of Virginia Tech

A history can be found at our university relations site: <https://history.unirel.vt.edu/> Some highlighted points are listed below.

- Opened on October 1, 1872, as a land-grant institution under the name Virginia Agricultural and Mechanical College.
- The first student was Addison “Add” Caldwell, who walked 26 miles to enroll. This is tied to one of the traditions at Virginia Tech, known as the “Caldwell March” which is also highlighted in the Virginia Tech traditions section.

A comprehensive explanation of traditions and their origins can be found at this site: <https://www.vt.edu/about/traditions.html>

Some highlighted traditions are listed below.

- The mascot is the Hokie Bird. An [evolution](#) of the Hokie Bird mascot is shown to the right.
- In 1896, the university adopted *Ut Prosim*, Latin for “That I May Serve,” as its motto.
- Hokie Stone. First used in 1899 and today, all new central campus buildings use the stone. Since the 1950s, Virginia Tech has operated its own Hokie Stone quarry.
- Virginia Tech Corp of Cadets. The Virginia Tech Corps of Cadets became official in the 1890s, drawing from the university’s origin in 1872 and its required military training for students. As the university changed and innovated, so did the corps. Mandated four-year participation in the corps for all males changed to two years in 1923 — the same year women were first admitted — and then participation became voluntary in 1964. To learn more about the Corp of Cadets, visit: <https://vtcc.vt.edu/>



A Brief Guide to Acronyms and Abbreviations Commonly Used at Virginia Tech

This guide includes some of the acronyms and abbreviations you will see and hear around campus. Go to this page and click on “Work-Life Liaisons Reference Materials”.

<https://faculty.vt.edu/academic-personnel/recruitment/work-life-liaisons.html> You can then search “abbreviations” and the most updated guide will be available.

Leadership Structure

Timothy D. Sands is the 16th president of Virginia Tech and a professor in the College of Engineering. There is a President’s Cabinet, President’s Council, and President’s Advisory Group. To learn more about the president and these leadership teams, visit:

<https://www.president.vt.edu/leadership.html>

The provost, Cyril R. Clarke, is the university’s chief academic officer. There are several areas under the provost’s purview that may be of interest to you. Those are highlighted below. To learn more about any of the below or to read more about the Office of the Executive Vice Provost, in general, visit: <https://www.provost.vt.edu/executive-vice-provost.html>

- **Accreditation and program development**
- **Academic resource management**, which includes the university’s academic budget, managing academic space, and providing data and services for academic assessment and evaluation
- **Enrollment Management**, which assists in the recruitment, admission, enrollment, and academic scheduling of our students
- **Faculty affairs** is designed to create effective communities of practice to promote faculty success and professional development:
- **Arts at Virginia Tech** transforms lives through exploration and engagement with the arts and creative process
- **Technology-enhanced Learning and Online Strategies (TLOS)** advances teaching and learning through the thoughtful application of technology to the teaching process and learning environments
- **Undergraduate Academic Affairs** coordinates strategic initiatives with college deans, associate deans, and other vice provosts to advance Virginia Tech’s undergraduate education profile

Amy Stoakley Sebring serves as Virginia Tech’s executive vice president and chief operating officer. Reporting to Sebring are the vice presidents for [Audit, Risk and Compliance](#); Auxiliary and Business Services; [Campus Planning, Infrastructure, and Facilities](#); [Finance](#); [Human Resources](#); [Information Technology](#); [Policy and Governance](#); and the associate vice presidents for [Equity and Accessibility](#) and Public Safety. To learn more about any of these areas, visit: <https://evpcoo.vt.edu/AdminUnits.html>

There are several other senior university leaders and their areas that you may want to learn about. You can find that information here: <https://www.president.vt.edu/leadership/cabinet.html>

Inclusive VT

Inclusive VT is the institutional and individual commitment to “Ut Prosim (that I may serve) in the spirit of community, diversity, and excellence.” To learn more about the InclusiveVT structure, the Virginia Tech Principles of Community, and a calendar of events, visit: <https://www.inclusive.vt.edu/>

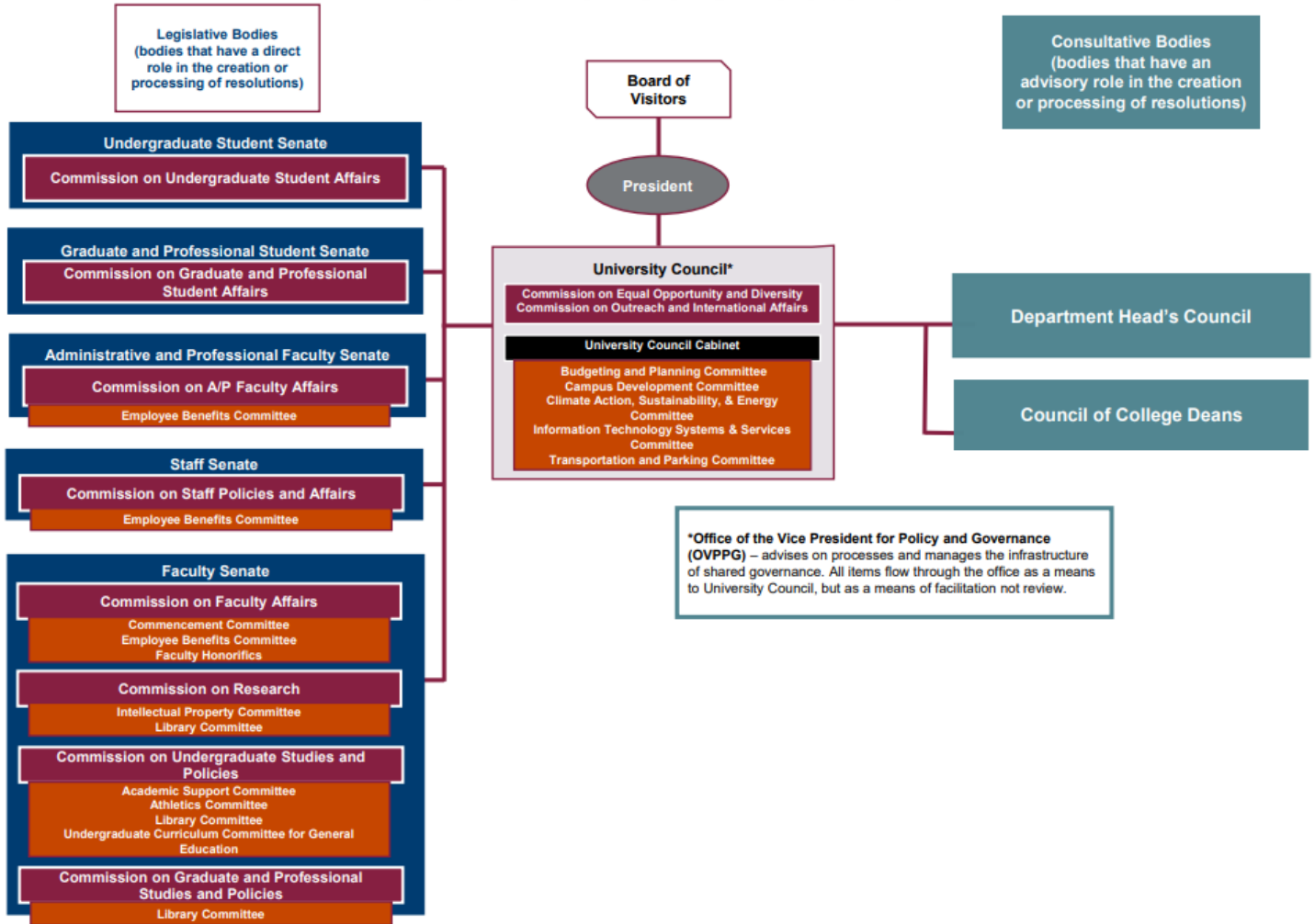
Office for Strategic Affairs

Learn more about the university’s strategic plan and track the university’s progress to strategic milestones: <https://strategicaffairs.vt.edu/>

Shared Governance System

Our governance system is a shared process of decision-making. The governance bodies represent constituent groups at all levels and aim to give the entire community a represented voice. An image showing our governance structure is shown. Visit the governance site to watch short videos about our system, learn more about the various governance bodies, track resolutions, and more. <https://governance.vt.edu/>

Governance Structure



University Financial Structure

Virginia Tech, as a public, state-supported university, is categorized as a governmental nonprofit public corporation. The corporation is under the control of the General Assembly of the Commonwealth. As a state agency, Virginia Tech generally mirrors the same financial structure as the Commonwealth of Virginia. To learn more about fundamental accounting concepts, the university's financial structure in terms of programs and funding sources, and the two budget environments (internal and external to the university), visit:

https://www.obfp.vt.edu/content/dam/obfp_vt_edu/budgetbasics/University%20Financial%20Structure.pdf

Partnership for an Incentive-Based Budget (PIBB) model

On this page, you will also find information on the Partnership for an Incentive-Based Budget (PIBB) model. https://www.provost.vt.edu/who_we_are/academic_resource_management/academic_budget_development.html This was first introduced in 2016 and is in its second iteration. The PIBB is a college budget model that allocates funding based on performance in key indicators associated with the university's strategic mission and vision.

Stakeholder Perspectives

You may want to begin developing a list of strategic questions that you can get the answers to over time and as you meet with various groups. Some potential questions are listed below.

From Your Peers

- What are some of the things you wish you knew when you first started?
- What are the ways in which I can have the most impact as a leader at Virginia Tech?
- What are some of the unspoken norms/expectations from leaders at Virginia Tech?
- What have found most rewarding about your leadership role?
- What have you found most challenging about your leadership role?

From Your Leader or Other Key Stakeholders

- What are the expectations for my role as a leader?
- With whom should I meet to learn more about our organization?
- What are our short- and long-term priorities?
- Who are our internal and external stakeholders? How do they influence our work?
- Who are my key partners and what do they do/provide?
- What are some of the challenges my predecessor(s) encountered?
- What gets in the way of us doing our job?

From your Direct Reports or Staff in Your Area

- *What are your hopes/concerns for our team/department/for me as a leader?*
- *What significant opportunities do have over the next year?*
- *What gets in the way of doing your job?*
- *In what ways we be most effective in getting things done? How can I support that?*

Burruss Hall, Flooded Drillfield



EQUIP (2nd-6th months of employment)

Faculty Affairs

The faculty affairs team is engaged in collaborative work designed to create effective communities of practice to promote success and professional development for our academic leaders and faculty with teaching and research responsibilities. A few resources are highlighted below. To learn more about any of the below or to read more about faculty affairs, in general, visit: <https://faculty.vt.edu/>

- Faculty development: supports programs to increase the advancement and success of outstanding and diverse teaching and research faculty members
- Faculty networking: opportunities for teaching and research faculty to meet and engage across departments, colleges, and disciplines
- Faculty personnel actions: oversees changes to faculty appointments, faculty recognition programs, and research leaves, and assists in the resolution of faculty grievances
- Faculty recognition: a variety of awards and recognition programs for teaching and research faculty
- Faculty recruitment: supports recruitment initiatives to promote the hiring of outstanding and diverse teaching and research faculty members
- Faculty work-life policies
- Leadership development
- Promotion and tenure: information about the process, deadlines/timelines, and guidelines/templates

Electronic Faculty Activity Reporting (EFARS)

Virginia Tech uses an electronic faculty activity data system to collect and manage information about research and scholarship, creative works, teaching, extension, outreach, and service activities. All faculty (administrative/research/teaching) complete this on an annual basis. To learn more about the system, including a quick start guide, visit: <https://faculty.vt.edu/efars.html>

Virginia Tech Faculty Handbook

The faculty handbook can be found here: <https://faculty.vt.edu/faculty-handbook.html>

Office of Sponsored Programs

The Office of Sponsored Programs (OSP) provides a comprehensive array of support services for faculty and staff as they pursue and manage external funding projects. The office also functions as the steward of Virginia Tech's research portfolio and its staff is responsible for ensuring that all research proposals and projects comply with university, federal, and sponsor regulations, policies, and procedures.



The office is comprised of service teams to provide faculty and staff with expertise in the following areas: pre-award, post award, contract, and compliance. Other areas in the office, not listed here, provide functional support for OSP. Additional information can be found here: <https://osp.vt.edu/>

Some units may have their own research administrators. Consult with your unit on who your main contact(s) may be.

University Data Resources

There are a number of university data resources available. Some require training to access and others are openly accessible.

- Office of Analytics and Institutional Effectiveness: <https://aie.vt.edu/> Offers a number of data tools about students, faculty and staff, strategic planning, and institutional effectiveness
- Student Success Collaborative: <https://www.registrar.vt.edu/campus.html> tool and data to support student advising
- University COACH Survey of Faculty Job Satisfaction reports: the COACH survey gauges how faculty feel about their experience at Virginia Tech. https://faculty.vt.edu/content/faculty_vt_edu/en/faculty-development/coache-survey.html

Procedural Resources

Hiring Guidelines

Instructions on advertising, interviewing, onboarding, and other actions. Includes information on various types of positions (adjunct, emergency, faculty, staff, etc.) and type of hire (competitive, non-competitive, and search exemptions). <https://www.hr.vt.edu/hiring-employee-transactions/hire.html>

Employee Transactions

A quick reference guide for various employee transactions such as administrative stipends, change of duties, eminent scholar, non-reappointment, and more. <https://www.hr.vt.edu/hiring-employee-transactions/transactions.html>

Compensation

Information on pay structures, market data, classification, role changes, and more. <https://www.hr.vt.edu/compensation.html>

Dual Career

Virginia Tech's Dual Career program offers customized, hands-on assistance to spouses and partners of newly hired faculty. <https://jobs.vt.edu/dual-career.html>



Departmental Business Management Guide (DBMG)

The DBMG provides a reference for department heads and other administrative personnel that outlines basic duties and responsibilities around asset management, budget and finance, and human resources. Talk with your manager about if/how you have oversight for any of these business practices. <https://financialmanagement.vpfin.vt.edu/business-practices/dbmg.html>

Policies at Virginia Tech

Searchable policy library, information about the policy process, and a curated library of resources and references related to campus policy. <https://www.policies.vt.edu/OfficialReference>



Virginia Tech Flag

EXCEL (7th -12th month of employment)

Talent Development

Professional development opportunities. Includes information for those who have the responsibility for helping developing others. <https://www.hr.vt.edu/talent-development.html>

Center for Excellence in Teaching and Learning

Supports the design, development, and implementation of learner-centered instruction. <https://teaching.vt.edu/>

Technology-Enhanced Learning and Online Strategies (TLOS)

Tools and techniques to innovate in the classroom. <https://tlos.vt.edu/>

Resources for Academic Leaders

Curated by Faculty Affairs, this page has a list of various resources for academic leaders. <https://faculty.vt.edu/faculty-development/academic-leaders.html>

Periodic Review of Administrators Resource Guide

A basic overview of the periodic review process for Deans, Academic Vice Presidents, Associate Provosts, and Institute Directors can be found here:

https://faculty.vt.edu/content/dam/provost_vt_edu/faculty_affairs/leadership_development/Per_Rev_Resource_Guide.pdf

Periodic reviews are also conducted for other leaders, such as department heads. The process and timeline for those are determined by that area. Speak with your manager to learn more about this process for your organization.

Periodic reviews never take the place of the annual performance review.