



PAMPLIN ENGAGEMENT **REPORT**

2019

PAMPLIN ENGAGEMENT SUMMIT

OCTOBER 10-11, 2019



PAMPLIN COLLEGE OF
BUSINESS
VIRGINIA TECH.

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On the cover: 2019 Hokies on Wall Street Panel with Omar Asali '92, Virginia Tech Foundation Board; Tracy Castle-Newman '90, PAC Cabinet; and Robert Sumichrast, Dean.

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JIM HATCH '72, 2018 recipient of the Virginia Tech Alumni Distinguished Service Award, honorary chair, Pamplin Engagement Summit



BUILDING COMMUNITY

Partnerships for building the future

Pamplin is well known for its loyal, engaged, and supportive network of alumni, graduates who have forged thriving lives and careers and who give back to the school, in recognition of the education that helped make their success possible.

Imagine the benefits of getting behind-the-scenes insights on corporate deals from experienced executives or using real-world, anonymized data from top advisory services firms to solve analytics problems in student team projects.

Learning first-hand about practical business issues and challenges and gaining experience in problem solving under imperfect conditions are some of the ways students gain from Pamplin's collaborations with business and the college's strong network of successful, loyal, and supportive alumni. Many alumni are key employers, especially in the Washington, D.C., metro area, where Pamplin is strategically expanding its

research and teaching programs.

Alumni volunteers have helped the college nurture close partnerships with business and industry, including some of the world's leading brands in accounting, analytics, finance, consulting, and hospitality. These relationships also help put the college in an excellent position to leverage its accumulated strengths and experience to forge even further ahead.

In addition to offering best practices and case studies for teaching and learning and supporting employees as campus speakers and advisory board members, companies contribute funds to endow scholarships and professorships; sponsor programs and events; and prioritize the college in hiring.

The benefits include innovative, technology-focused learning experiences for students and faculty; updated curricula reflecting industry and societal needs; market-ready graduates with in-demand skills and knowledge like data analytics; and research that better con-

tributes to the understanding and practice of business and management.

The dedication and generosity of Pamplin alumni and friends over the years have helped make it possible for the Pamplin College of Business to make tremendous strides in recent years.

The Pamplin Engagement Report provides an overview of its advisory councils/boards/Pamplin Society; an executive summary of findings from the 2019 advisory board survey, developed by Angela Lorinchak, co-chair Marketing Mentorship Industry Board and Donna Wertalik, Director of Marketing Strategy and Analytics; and explains new university engagement metrics. We invite our senior volunteer leaders to partner with the Pamplin College of Business to design and implement a best in class engagement model that aligns with our mutual strategic goals and objectives over the next five years.



ADVANCEMENT

The **Advancement Advisory Boards and Councils** of the Pamplin College of Business continue to lead the university in participation rates. The college and the university appreciate the commitment and energy of all members.



Virginia Tech Tier 1 Advancement Boards, Councils, and Committees

College/Unit	Board	Members on Board	Members with Gift History	% of Gifts from Board
Pamplin College of Business	Pamplin Advisory Council	57	57	100.00%
University Libraries	Library Dean's Advisory Board	7	7	100.00%
Student Affairs & Parent Support	Student Affairs Parent Council	46	46	100.00%
Central Advancement	Virginia Tech Board of Visitors	14	14	100.00%
College of Science	College Of Science Dean's Roundtable	48	47	97.92%
College of Agriculture & Life Sciences	CALSAO Board of Directors	45	44	97.78%
Athletics	VTAF Board Of Directors	41	40	97.56%
Alumni Association	VT Alumni Association Board of Directors	40	39	97.50%
Central Advancement	VT Foundation Board	33	32	96.97%
VTC Research Institute	Fralin Biomedical Research Institute Advisory Board	22	21	95.45%
College of Liberal Arts & Human Sciences	CLAHS Dean's Roundtable	19	18	94.74%
Corps of Cadets	VTCC Alumni Board	62	58	93.55%
Central Advancement	NEW Campaign Steering Committee	25	23	92.00%
Moss Arts Center	Moss Arts Partners	20	18	90.00%
VTC School of Medicine	VTC Dean's Council	20	18	90.00%
Student Affairs & Parent Support	Student Affairs Alumni Advisory Board	44	39	88.64%
College of Engineering	College of Engineering Advisory Board	17	15	88.24%



LYNNE DOUGHTIE '85, Omar Asali '92, and Tracy Castle-Newman '90 participated in a panel discussion on financial market developments moderated by Pamplin dean Robert Sumichrast at the 2019 Hokies on Wall Street event.

College/Unit	Board	Members on Board	Members with Gift History	% of Gifts from Board
Central Advancement	Presidential Counselors	17	15	88.24%
W.E. Skelton 4-H Educational and Conference Center at Smith Mountain Lake	Skelton 4-H Smith Mountain Lake Center Board of Directors	24	21	87.50%
Central Advancement	1872 Society Board	7	6	85.71%
College of Liberal Arts & Human Sciences	CLAHS Alumni Advisory Board	22	18	81.82%
College of Natural Resources and Environment	CNRE Dean's Advisory Council	11	9	81.82%
Corps of Cadets	Highty-Tighties Alumni Board of Directors	26	21	80.77%
Student Affairs & Parent Support	Student Affairs Young Alumni Board	14	10	71.43%
College of Agriculture & Life Sciences	CALS Dean's Advisory Council	16	11	68.75%
Honors	University Honors Advisory Committee	6	4	66.67%
College of Engineering	Engineering Committee of 100	321	206	64.17%
Virginia-Maryland College of Veterinary Medicine	EMC Advisory Council	29	18	62.07%
College of Architecture & Urban Studies	Myers Lawson School Of Construction Industry Board	75	38	50.67%
Alumni Association	Multicultural Alumni Advisory Board	20	6	30.00%
College of Architecture & Urban Studies	CAUS Advisory Council	Forming		
Virginia-Maryland College of Veterinary Medicine	Vet Med Advisory Council	Forming		
Total		1,148	919	80.05%



ASSESSMENT SURVEY

BRIDGET RYAN BERMAN '82, advancement co-chair, PAC vice president, with dean Robert Sumichrast.

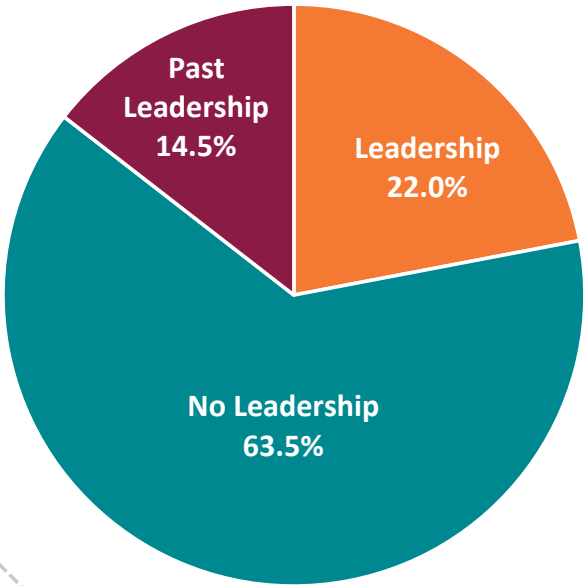
Responses › Total Responses ----- **159**
› Respondants on more than one board ---- **14.5%**

Survey Overview

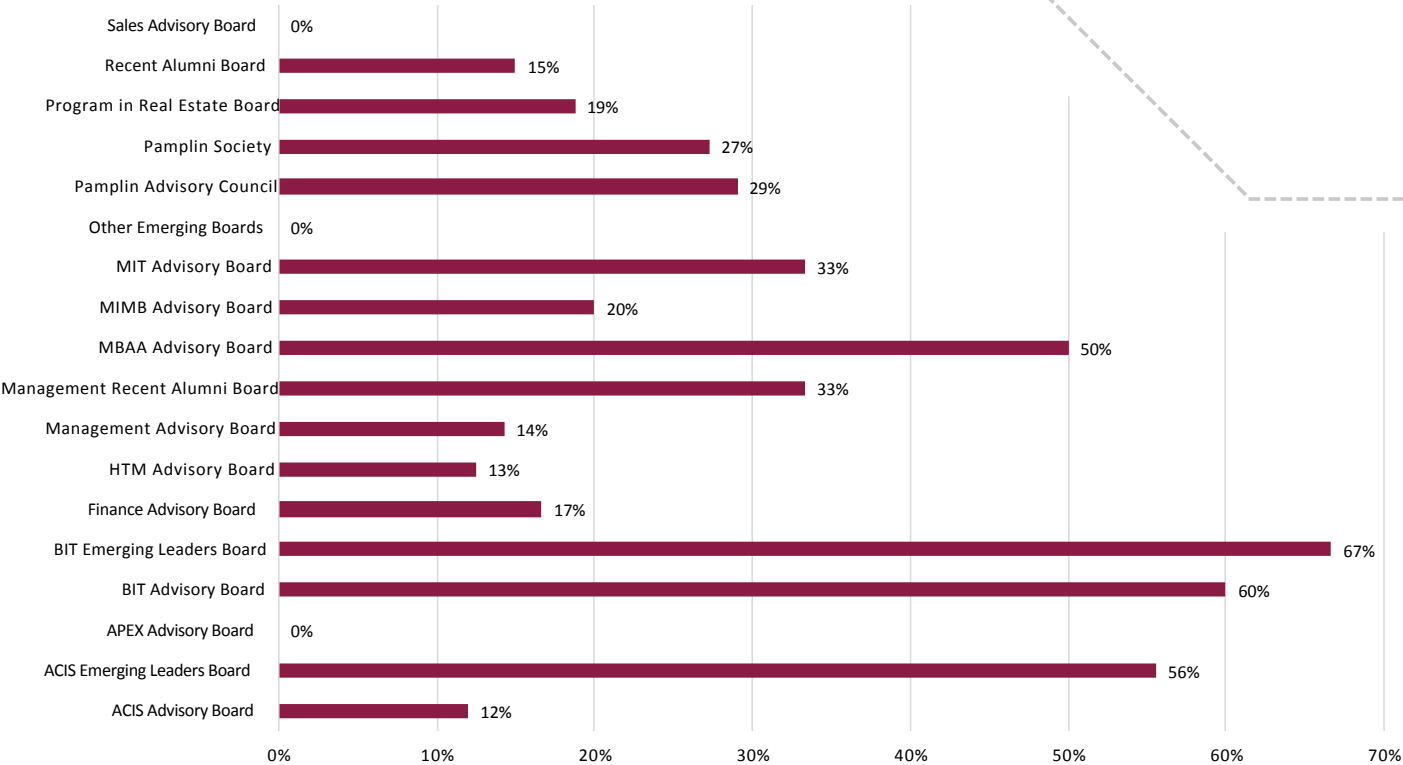
The purpose of this survey is to understand the structure and workings of each board within Pamplin. From the survey, we analyzed all boards, cross-matched similarities, identified patterns, and shared best practices.

From the results, we are able to align all 19 Pamplin boards cohesively. In the future, we can work together to promote Pamplin and help students as we add more resources to support our mutual goals.

Overall Leadership Among Boards



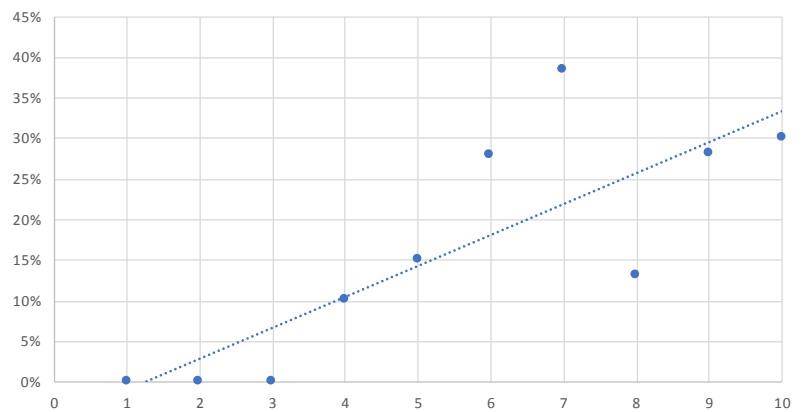
Current Leadership Among Boards



Leadership vs. Reward

Rewarding Score	Total Count	% Past or Present Leadership	% Present Leadership
10	20	50%	30%
9	25	40%	28%
8	23	35%	13%
7	26	50%	38%
6	18	39%	28%
5	20	35%	15%
4	10	10%	10%
3	4	0%	0%
2	7	0%	0%
1	6	33%	0%

There is a positive correlation between holding a leadership position and how rewarding the position is. Higher reward scores generally have a higher percentage of leadership.



Longest Board Presence per Time Bucket

Years Serving on Board	Board	Count
Less than 2	Recent Alumni Board	10
2 to 5	Program in Real Estate	8
5 to 10	ACIS Advisory Board	8
10 to 15	Finance Advisory Board	5
15 to 20	ACIS, Finance, MBAA, Pamplin Advisory	1 each
20+	Pamplin Advisory Council	5

Common Board Interests

Many responses expressed interest in mentoring students, particularly with helping students in careers/internships and majors.

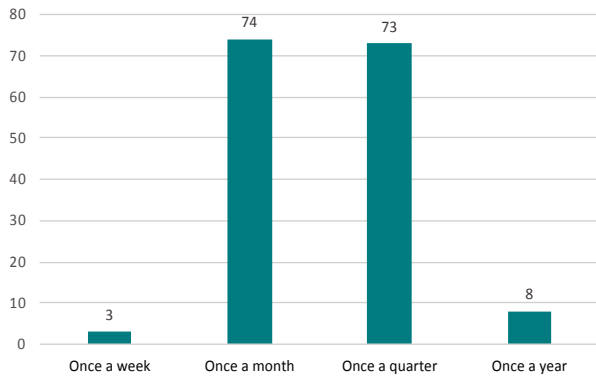
Board Interests	Count	%
Career Help	46	12%
Curriculum Advising	47	12%
Fundraising	22	6%
Internship Help	32	8%
Mentoring: Helping Students in their Majors	77	20%
Mentoring: Helping Students with Careers/Internships	103	27%
Mentoring: Helping Students with Resume Review	32	8%
Other Interests	11	3%
Sponsoring Events	16	4%

Differences in Alumni vs. Non Alumni

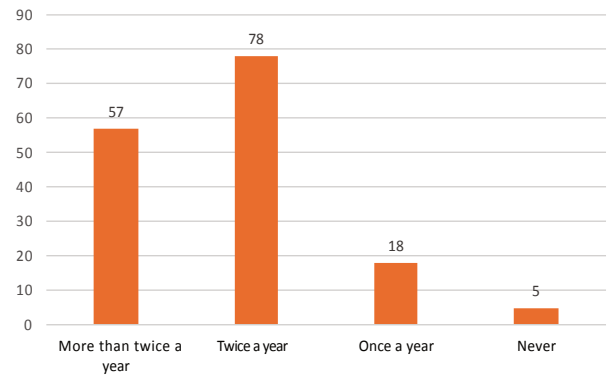
- > Only 7 responses were from non alumni.
- > Only big difference was lack of leadership in non alumni.

Overall Board Communication

Communication Frequency	Count	%
Once a week	3	2%
Once a month	74	47%
Once a quarter	73	46%
Once a year	8	5%



Meeting Frequency	Count	%
More than twice a year	57	36%
Twice a year	78	39%
Once a year	18	11%
Never	5	3%



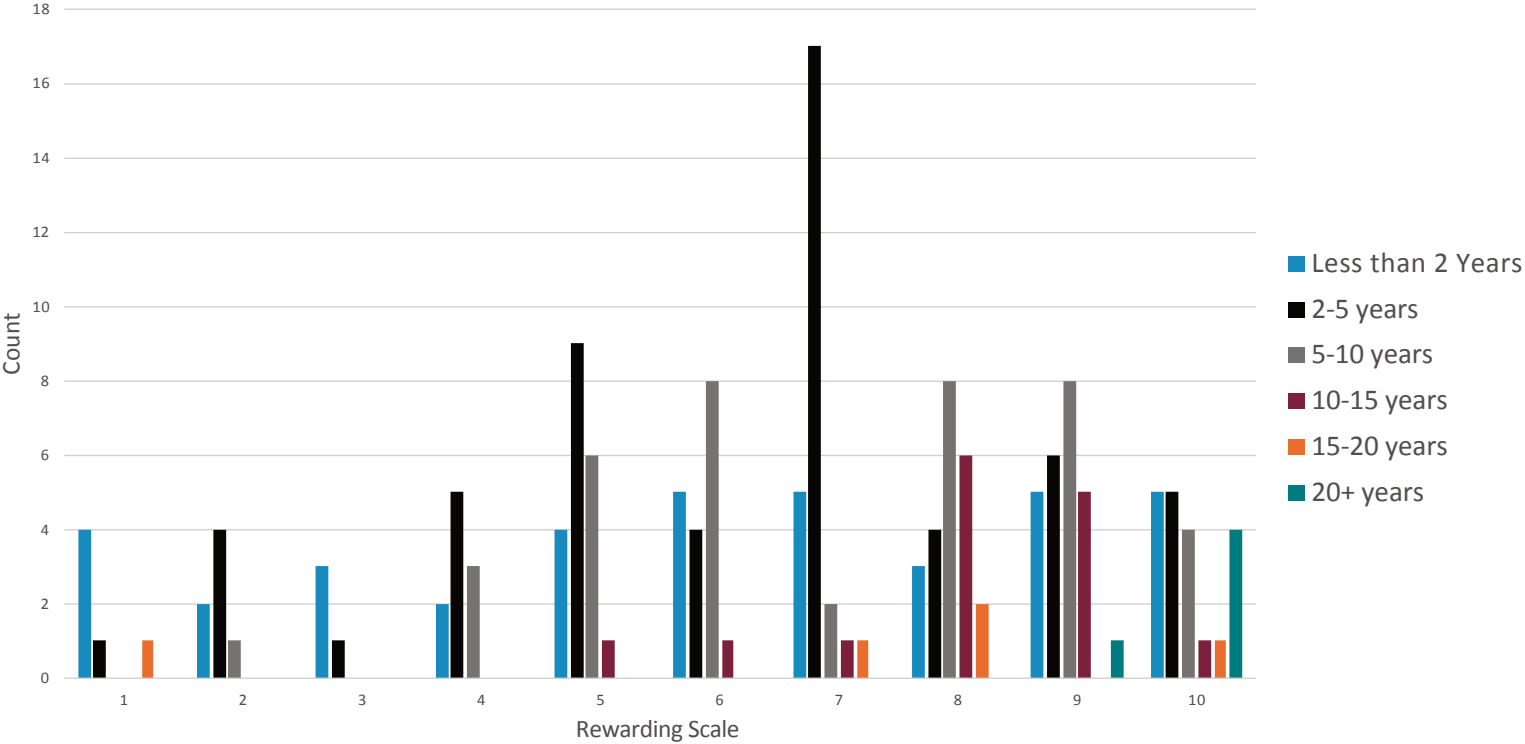
Board Interests in Students & Volunteering

- > Mentoring was the most popular response in interacting with students.
- > 77% of responses showed interest in volunteering now or in the future.

Interacting with Students	Count
Class Visits	95
Curriculum	88
Fundraising	62
Mentoring	118
None of the above	18

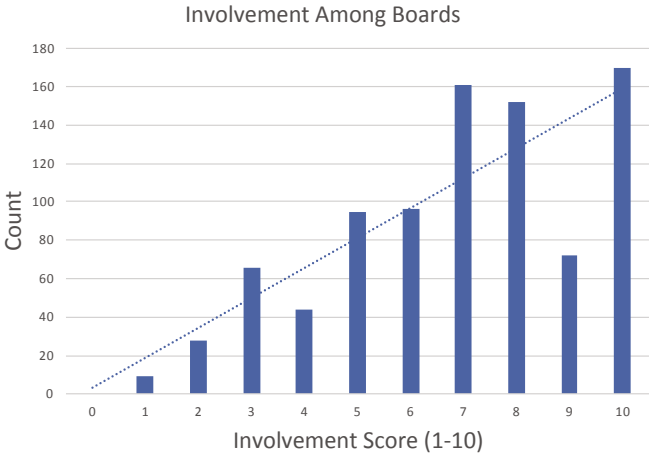
Volunteering	Count
I am not able to assist at this time, but I am interested in helping in the future.	62
No, I am not able to commit any volunteer efforts.	36
Yes! I'd love to volunteer in some capacity. Name and contact info:	59

Length of Time on Board vs. Rewarding Score



Board Involvement

Involvement Score	Count	%
0	0	0%
1	9	1%
2	28	3%
3	66	7%
4	44	5%
5	95	11%
6	96	11%
7	161	18%
8	152	17%
9	72	8%
10	170	19%
Grand Total	893	

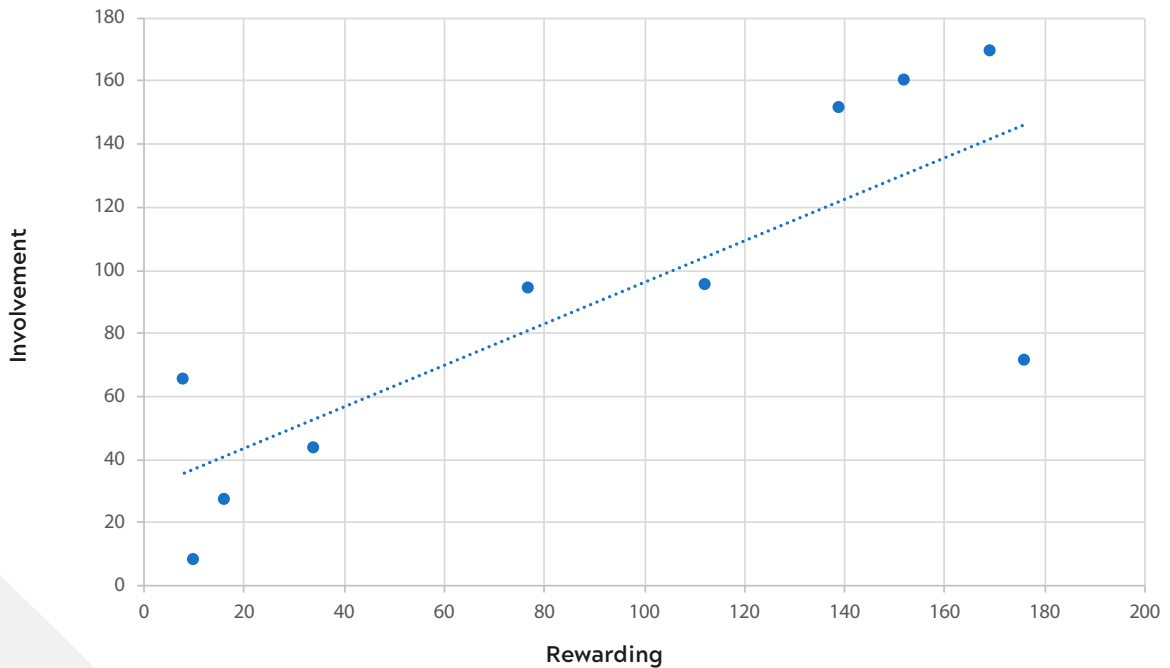


Rewarding vs. Involvement

The more involved an individual is with the board, the more rewarding it is.

Rewarding

		1	2	3	4	5	6	7	8	9	10	Grand Total
Involvement	1	4		1		2		1			1	9
	2	2	10	4	8	2			2			28
	3		6	3	9	12	9	12	6	3	6	66
	4	4				24	4	12				44
	5				10	5	10	10	30	30		95
	6					18	18	18	24	18		96
	7				7	14	28	56	35	21		161
	8						24	24	32	48	24	152
	9						9	9		36	18	72
	10						10	10	10	20	120	170
Grand Total		10	16	8	34	77	112	152	139	176	169	893

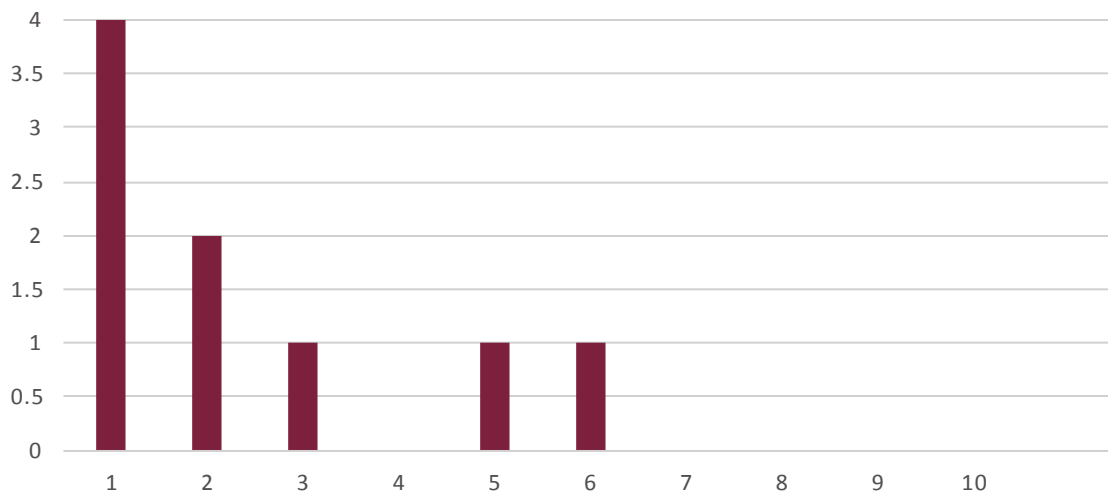


Rewarding Score per Board

Board	1	2	3	4	5	6	7	8	9	10	GRAND TOTAL
ACIS Advisory Board				1	2	2	3	3	2	1	14
ACIS Emerging Leaders Board				1	1	1	3			1	7
APEX Advisory Board							2	1	1		4
BIT Advisory Board			1				1	2			4
BIT Emerging Leaders Board							1		1		2
Finance Advisory Board		1		1		1	1	6	1		11
HTM Advisory Board						2	1		1	3	7
Management Advisory Board							1	3		1	5
Management Recent Alumni Board	1						1				2
MBAA Advisory Board				1	2	2	3	3	1		12
MIMB Advisory Board			1	1	2	1			3		8
MIT Advisory Board					1				1		2
MIT Advisory Board, APEX Advisory Board									1		1
Other Emerging Boards					1	1			1		3
Pamplin Advisory Council			1	2	2	1		1	3	3	13
Pamplin Advisory Council, ACIS Advisory Board		1			1	2			2	1	7
Pamplin Advisory Council, ACIS Advisory Board, BIT Advisory Board										1	1
Pamplin Advisory Council, APEX Advisory Board, Management Advisory Board										1	1
Pamplin Advisory Council, CBIA Advisory Board, ACIS Advisory Board									1		1
Pamplin Advisory Council, Finance Advisory Board									1		1
Pamplin Advisory Council, HTM Advisory Board								1			1
Pamplin Advisory Council, Management Advisory Board						1					1
Pamplin Advisory Council, MIMB Advisory Board							1			1	2
Pamplin Advisory Council, Program in Real Estate Board									1		1
Pamplin Advisory Council, Program in Real Estate Board, ACIS Advisory Board										2	2
Pamplin Society	4	2	1		1	1					9
Pamplin Society, ACIS Emerging Leaders Board				1							1
Pamplin Society, Management Recent Alumni Board							1				1
Program in Real Estate Board					3	1	2	3	1	3	13
Recent Alumni Board	1	3		2	3	1	5		2	1	18
Recent Alumni Board, ACIS Emerging Leaders Board						1					1
Recent Alumni Board, BIT Emerging Leaders Board					1						1
Sales Advisory Board									1	1	2
Grand Total	6	7	4	10	20	18	26	23	25	20	159

Least Rewarding Board

Board	1	2	3	4	5	6	7	8	9	10	GRAND TOTAL
Pamplin Society	4	2	1		1	1					9



Observations about select findings in this survey

- › When advisory council/board members have the opportunity to serve in a leadership role, there is a positive correlation to how rewarding the board service is ranked.
- › There is great variance in the membership size of each advisory board/council. Quantifying the “board rewards” with these variances does not provide a full picture of how to rate board rewards.
- › The survey will warrant further qualification of findings. The number of responses is statistically significant, however there are always outliers.

Common Open Ended Responses

Student Participation Barriers (104)

- > 28.8% of responses referenced “Time.”
- > 17.3% of responses referenced “Awareness.”
- > 9.6% of responses referenced “Interest.”

Member Participation Barriers (120)

- > 50.1% of responses referenced “Time.”
- > 22.5% of responses referenced “Location” or “Distance.”
- > 20.8% of responses referenced “Work” or “Job.”

How do you see Pamplin evolving in the future? (102)

- > 19.6% of responses referenced “Technology.”
- > 6.9% of responses referenced “Innovative.”

Open Ended Responses to take note of

“The **real world** moves so much **faster than Pamplin** is capable of. It’s difficult to show the students a world of change with **Pamplin is still doing things the way they did when I was a student**. Identifying students that need true mentoring opportunities is near impossible without faculty and university buy in.”

“All Boards should have a **designed mission and metrics to ensure accountability**. Incentives drive outcomes in the corporate world and the incentive of meeting or exceeding defined goals will drive better participation and results from the Board. In my two years on the RAB, I’ve seen **very little progress in young alumni engagement** and am still unaware of how VT and Pamplin compare to peer institutions on young alumni engagement. I believe UVA recently conducted a review of its young alumni engagement practices and we should be borrowing their takeaways where applicable. The IRR of paying a firm such as McKinsey for previously conducted young alumni engagement studies of peer institutions and implementing their recommended best practices should be extremely high and replace much of the need of the RAB.”

Conclusions & Recommendations

Present opportunities to volunteer

- › 77.1% of responses expressed interest in volunteering now or in the future.
- › Additionally, VT is renowned for serving, so this is a great way to showcase Ut Prosim.

Focus on mentoring students with careers/majors

- › 57% of responses expressed interest in either of these categories.
- › Have dedicated teams/programs to facilitate mentoring.
- › Additionally, individuals expressed most interest in mentoring students when it comes to interacting with students.

Create and implement mission and metrics specific to each board to measure growth and accountability

Dig deep into least rewarding boards and fill the gaps

- › i.e. the Pamplin Society.
- › Model what more rewarding boards, like Pamplin Advisory Council, are doing to lift least rewarding boards up.

Encourage more involvement among board members to stimulate reward

- › There is a positive correlation between amount of involvement on boards and how rewarding the position is.

Regulate how often boards meet

Pamplin could set the direction, rules, and guidelines for all boards to increase unity

Create a reporting mechanism to send to higher ups in Pamplin

- › Additionally, this keeps accountability within each board.

Accumulate all information on Pamplin majors, careers, events, etc. in a single platform to make it easier for students to navigate

- › Breaks awareness and time barrier.

JAKE LUTZ '78, PAC president, advancement co-chair.



Pamplin Advisory Boards and Councils

Board Name	Volunteer Leader	Pamplin Liaison	Membership	Participation
Pamplin Advisory Council (PAC)	Jake Lutz, President	Dean Sumichrast	57	100.00%
PAC Cabinet	Mark Krivoruchka, Chair	Dean Sumichrast	—	
Recent Alumni Board	Christine DeVito	Dean Sumichrast	48	73%
Pamplin Society	Marvin Boyd	Dean Sumichrast	66	57%
MIT Advisory Board	Dan Beck	Dean Sumichrast	5	N/A*
Centers				
CBIA Advisory Board	Reforming	Jay Winkeler, Executive Director	N/A	N/A*
Apex Center for Entrepreneurs Advisory Board	Win Sheridan	Sean Collins, Director	21	78%
Departments and Academic Programs				
Program in Real Estate Advisory Board	Willis Blackwood Anna Shaffer	Kevin Boyle, Director	32	64%
Accounting and Information Systems Department Advisory Board (ACIS)	Chris Xystros	Jack Maher, Department Head	48	84%
ACIS Emerging Leaders Board	Eric Poppe	Jack Maher, Department Head	26	87%
Business Information Technology Department Advisory Board	Phil Moore	Robin Russell, Department Head	10	56%
BIT Emerging Leaders Board	Kaley Jarrett	Robin Russell	8	67%
Finance Department Advisory Board	Mike Clarke	Vijay Singal	31	94%

Board Name	Volunteer Leader	Pamplin Liaison	Membership	Participation
Finance SEED Advisory Board	Trey Snow	Randy Billingsley	9	N/A*
Finance BASIS Advisory Board	N/A	George Morgan	10	N/A*
Feiertag Hospitality and Tourism Management Advisory Board	Melissa Milione	Nancy McGehee, Department Head	38	53%
Marketing Industry Mentoring Board	Angela Lorinchak James Wu	Donna Wertalik, Associate Professor of Practice Rajesh Bagchi, Department Head	13	93%
Sales Advisory Board**	Darrell Gehrt	Brian Collins, Professor of Practice	10	100%
Management Department Advisory Board	Ron Hodge	Devi Gnyawali	15	75%
Management Department Recent Alumni Board	Adam Workman	Devi Gnyawali	5	33%
Business Leadership Center Advisory Board	N/A	Kim Carlson, Assistant Professor of Practice	5	N/A*
Graduate Programs/Northern Va.				
MBAA Advisory Board	Dennis Sorensen	Parviz Ghandforoush, Associate Dean for Graduate Programs	20	54%

Total number of volunteers: **477**

*Participatory giving is not a requirement so is not tracked in this report. This does not mean non-giving by individual members as there are select members who do make philanthropic gifts.

** This is a corporate board where philanthropic support is through the companies represented. \$5,000 annually.



WHAT'S AHEAD

Goals

In FY 20 and over the next 5 years

- › Implement new university engagement metrics and system for data tracking in coordination with Pamplin's strategic priorities
- › Launch the Pamplin Community for Leadership and Engagement
- › Develop the Pamplin LifeCycle operating plan to build community
- › Build a strategic plan for Pamplin mentorship programming
- › Build a volunteer leadership pipeline that is representative of all Pamplin alumni and stakeholders
- › Achieve 22 percent philanthropic participation by 2022.
- › Create an effective and consistent communications platform with Pamplin advisory boards
- › Reframe the Pamplin Society to partner with university alumni and friends strategic priorities through regional chapter programming, corporate chapters, reunion programming, and serve as active ambassadors for Pamplin within the university community.

Pamplin Community for Leadership and Engagement

Advisory Boards in the Pamplin College of Business represent all departments, programs, and centers within the college and provide a very significant source of support and engagement. Currently there are about 20 advisory boards populated by approximately 477 volunteer alumni and friends of the college. The function of each advisory board varies according to the directive provided by each department, program, or center head. As a result, the respective advisory boards function uniquely and without a common playing field in terms of how they represent their department, program, or center on the broader stage that is Pamplin. Currently there is no established means to communicate, collaborate, or share ideas among the advisory boards.

The Pamplin Community for Leadership and Engagement (PCLE) is an association of representatives of all Pamplin advisory boards established for the purpose of enabling collaboration, communication, and sharing of best practices across the entire Pamplin college. The members of the PCLE are typically the president or chair of their respective board, but may be another representative of their board appointed by the respective department, program, or center head. The PCLE is **not** another advisory board and does not have explicit authority to advise, program, or recommend changes to the practices of individual boards.

The concept behind the PCLE is there may be initiatives, areas of engagement, and best practice activities underway in certain advisory boards that might influence, in a positive manner, the activities of other boards. A successful result of the existence of the PCLE would be enhanced support and engagement for Pamplin.



TOP: The Pamplin Advisory Council met in December 2018 in Richmond, Virginia, at Troutman Sanders LLP.

MIDDLE: Angela Hairston '83, member, Pamplin Advisory Council.

BOTTOM: Mark Krivoruchka '76, cabinet chair, Pamplin Advisory Council.

NEW METRICS

The Pamplin advancement team continues to improve engagement and develop meaningful relationships between the college and all stakeholders. Success is measured on university metrics that have been defined for the forthcoming university campaign. The following is a sample of efforts and metrics, to guide discussions.



MICHAEL ROBINSON '85, PAC and Finance Advisory Board member; **Charlie Phlegar '79**, '87 Virginia Tech vice president of advancement.

Volunteerism

Explanation

Formally defined and rewarding volunteer roles that are endorsed and valued by the institution and support its mission and strategic goals.

Examples include:

- > Current Group Member
- > Giving Day Ambassador
- > Group member in last year
- > Reunion Committee member
- > Mentor Program volunteer

Experiences

Explanation

Meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements and strengthen its reputation.

Examples include:

- > Alumni event attendee (virtual events and in person)
- > Donor Stewardship event attendee
- > Reunion Event attendee
- > Chapter Event attendee
- > Networking event attendee
- > Speaker
- > Employer recruitment event

Participatory Philanthropy/Giving

Explanation

Diverse opportunities for alumni to make philanthropic investments that are meaningful to the donor and support the institution's mission and strategic goals.

Examples include:

- > # of gifts
- > # of sites supported
- > Participated in Giving Day

MIKE CLARKE '83, PAC Cabinet, advancement co-chair (right), with Kathy Clarke.





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VIRGINIA TECH.

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TARA PETRUCCI '12, representing Pamplin's Recent Alumni Board, thanks donors during the 2019 Hokies on Wall Street reception and encourages all to contribute to Virginia Tech's Annual Fund.

