

2012-2013
Annual Report



THE DIVISION OF STUDENT AFFAIRS

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From the Vice President for Student Affairs _____



It's time once again to take stock, celebrate successes, assess impact, and prepare for new achievements in what has become a yearly cultural ritual—the annual report. You can learn a lot about what is important to an organization from the way its annual report is structured. This year, we used the Division of Student Affairs' Aspirations for Student Learning as a lens through which to view our accomplishments. You will see the five Aspirations as headers under the first section, titled "Impacting Learning Environments." I invite you to read the report with this intent in mind, so that you can share in our collective commitment to these wonderful ideals, and so that together we can fully realize the opportunities they open for our students.

Like Virginia Tech's Principles of Community, the Aspirations for Student Learning have given us a language that speaks to our common goals and our hopes for the future. They are broad enough to stand the test of time, but specific enough to guide our work each day. They encompass a wide range of experiences, yet they have the singular ability to focus and connect us. They represent the pinnacle of our aspirations for and expectations of students—and ourselves.

The report also delineates our accomplishments in the strategic priority areas of "Fostering Globalization and Inclusive Excellence," "Creating a Culture of Collaboration and Organizational Efficiency," "Embracing a Networked Society," and "Enhancing our Facilities." In each of these sections, you will get a sense of the division's impact on student development and the university community. As you read, note also the inventive thinking our staff brings to the challenge of creating programs and services that enhance and complement the Virginia Tech educational experience.

The Division of Student Affairs is comprised of faculty; full-time staff; wage employees; graduate assistants; and student employees, leaders, and interns. That's more than 3,600 people who touch nearly every aspect of our students' lives. The people of the Division of Student Affairs work together and with other university departments and centers to make the Hokie experience as personally enlightening as it is academically rewarding. Every member of the Division of Student Affairs has the knowledge and interest to make a positive difference in our students' lives. We are a close-knit community committed to a shared vision and goals.

This annual report covers the Division of Student Affairs' initiatives, programs, and services during the 2012–13 academic year. This period coincides with my first anniversary at Virginia Tech. I came to Virginia Tech on August 1, 2012 with high expectations, a plethora of ideas, and immense respect for my new colleagues. They and the students we work with continue to inspire and impress me in innovative and unexpected ways. I work alongside some of the most dedicated and knowledgeable people in the field of student affairs, and I am proud to offer this compilation of our achievements.

A handwritten signature in black ink that reads "Patricia A. Perillo". The signature is fluid and cursive, with a large initial "P".

Patricia A. Perillo, Ph.D.
Vice President for Student Affairs
Virginia Tech



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

On August 1, 2012, the Division of Student Affairs (DSA) welcomed its new Vice President for Student Affairs, Patricia A. Perillo. Under her leadership, the division developed its 2012-2018 strategic plan to provide a framework to implement its mission. The plan is focused on facilitating student learning, creating global citizen scholars, and promoting diversity and inclusivity on our campus and beyond. These goals will be accomplished in a spirit of collaboration within the division, throughout the broader university community, and with external partners. The plan also includes strategies to identify and maximize administrative efficiencies so the division can continue to be a good steward of university resources.

This annual report describes the Division of Student Affairs' accomplishments during the 2012-2013 academic year as they relate to each of our strategic goals. It includes a progress report on our scorecard measures, as well as our Administrative Quality and Improvement (AdQI) efforts. In addition, the report identifies Division of Student Affairs' strategic outcomes for 2013-2014.

Impacting Learning Environments

The Division of Student Affairs provides opportunities to engage our students in a variety of learning environments by exposing them to new information and experiences that promote personal and professional knowledge, skill, and character development. The Aspirations for Student Learning were developed to guide formal and informal interactions with students. They are: commit to unwavering curiosity; pursue self-understanding and integrity; practice civility; prepare for a life of courageous leadership; and, embrace Ut Prosim as a way of life. Our goal is to inspire students to explore new things and to engage in critical reflection on who they are and what they value so that they can lead and serve the greater good with others in a global community.



Curiosity

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

- **Venture Out** served 1,006 clients through regional outdoor recreation trips and clinics and hosted the inaugural on-campus Wilderness First Responder training.
- **Campus Alcohol Abuse Prevention Center** collaborated with Dining Services on the spring customer appreciation dinner. "Dinner on the Titanic," a themed dinner event, commemorated the 100th anniversary of the Titanic's maiden voyage and included recipes served aboard the ship. The event also featured a history trivia game and a museum area displaying period fashions;
- **Dining Services**
 - Hosted Universi-Tea and Coffee College, events offering samples and providing information on the growing, production, roasting, flavors, and brewing styles of tea and coffee; and
 - Provided learning opportunities and tours of the dairy center related to its Virginia Tech Milk initiative, in collaboration with the department of Dairy Science in the College of Agriculture and Life Sciences.

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.



• Student Conduct

- Increased the degree of learning that occurred as a result of students participating in the new Agreed Resolution Process. In assessment results, marked increases were shown in students' understanding of the emotional consequences of their misconduct and in learning one or more skills that would help them avoid being involved in future misconduct;
- Enhanced students' understanding of their strengths through the StrengthsQuest assessment, with 80 percent of students indicating a positive response and a belief that the results were an accurate assessment of how they most naturally think, feel, and behave; and
- Implemented a new eight-week leadership development and conduct training workshop for Student Conduct committee members and peer advisors.

• Schiffert Health Center

- Sponsored six events for Eating Issues and Body Awareness Week, with more than 1,100 participants;
- Provided direct, in-person, teaching and counseling to 5,858 people through the Health Education program;
- Provided tobacco reduction and cessation programs, including the Tobacco Free Hokie T-shirt campaign, which exhibited positive non-smoking messages; and
- Continued educational classes for five area middle schools with participation of approximately 1,026 students. A Fit for Nutrition class was taught to 75 local elementary school students.

• Recreational Sports

- Conducted a multi-method assessment of skills developed as a result of being a club officer in the Club Sport program. Students described the skills they gained as invaluable, making them courageous leaders, and preparing them for their professional endeavors. These skills included management, problem solving, evaluation, conflict management, delegation, coordination and scheduling of activities, and advocating for resources; and
- Employed 569 students who gained skills related to leadership development, promoting healthy lifestyles, customer service, and other important interpersonal abilities.

- **Campus Alcohol Abuse Prevention Center** created a new unit for alcohol education classes, focusing on understanding one's values and the potential effects of alcohol on personal integrity.
- **Career Services** piloted its new REACH living-learning community in Newman Hall. The experience focused on understanding personal attributes and their relationship to career choices, an effective career decision-making process, and gaining career-related exposure and experiences.
- **The Corps of Cadets** enhanced the self-discovery goal for cadets, including arranging for first-year cadets to take the Nelson-Denny Reading Assessment and incorporating StrengthsQuest into first-year and sophomore courses for the Citizen-Leader track.
- **Cranwell International Center** facilitated an overnight trip to Eagle's Landing Wilderness Adventure for 40 new international students to provide a forum for exploring cultural adjustment and transition, and to build strong relationships between students and faculty. Students participated in team-building and outdoor adventures during which they challenged fears, demonstrated vulnerability, explored the unknown, and supported others.
- **The Dean of Students Office**
 - Completed approximately 3,000 hours in case management, supporting and empowering students to a deeper understanding of self, their challenges, and solutions to those challenges; and
 - Developed a theoretical rubric based on the self-understanding and integrity Aspiration to measure student development and growth.

Civility

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

- **Student Conduct** increased the degree of learning that occurred as a result of implementing Orange Obligation/ Maroon Mindset. In assessment results, there was a marked increase in students indicating that there were clear expectations for student behavior.
- **The Dean of Students office** replaced the SafeWatch anonymous reporting program with a harassment complaint reporting system that aligns with faculty and staff procedures offered by university Human Resources.
- **Campus Alcohol Abuse Prevention Center** worked with the Town-Gown Community Relations committee to recreate the Meet Your Neighbor program and integrate it with the Love Where You Live campaign.
- **Career Services** engaged 2,057 students in professionalism programs including dining and business etiquette, speed networking with company representatives, Out at Work: An Evening with LGBTQ Professionals, practice interviews, and transition from college to work sessions.
- **Cranwell International Center** collaborated with the Office of Diversity and Inclusion's Strong Together initiative by co-sponsoring the annual International Spring Social with 206 attendees and 66 volunteers who spent an evening developing meaningful relationships through sharing a meal and team-building exercises.
- **Dining Services**
 - Conducted customer service classes and diversity and inclusion training for its employees; and
 - Held a diversity roundtable at Owens Food Court.



Courageous Leadership

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

- **Services for Students with Disabilities (SSD)** staff member Kelly Woodward, coordinator of alternate text and note taking, was one of five recipients of the President's Award for Excellence. She was recognized for her ability to help students better understand their disabilities and to encourage them to self-advocate for their accommodation needs.
- **The Vice President for Student Affairs** established a Strengths-Based Initiatives committee to serve as a think tank to discover ways that strengths assessment can help students engage with the Aspirations for Student Learning. The Strengths-Based Initiatives committee also explored ways to assist the division in learning about how a Strengths philosophy can inform team development.
- **Campus Alcohol Abuse Prevention Center** created a leadership development component for its Peer Education program.
- **The Corps of Cadets**
 - Developed new courses for the Citizen-Leader track and offered eight courses on leadership and ethics designed to help cadets become leaders of character and integrity; and
 - Hosted the VTCC Annual Leadership Conference attended by cadets and faculty from the majority of the senior military colleges and federal service academies, as well as several high school Junior ROTC programs.
- **Cranwell International Center's 19 Global Ambassadors** welcomed more than 400 new undergraduate and 395 new graduate international students, sharing their Virginia Tech experiences of integrating into the campus culture while reflecting on their own intercultural understanding.

- **The Dean of Students Office** created a student leadership team consisting of Orientation assistants, Transfer Orientation guides, Orientation leaders, Hokie Camp student directors, and the Summer Academy head peer mentor positions.
- **Student Centers and Activities'** Leadership Tech program instituted four Leadership Dialogues, which connected students to administrators and alumni.
- **Fraternity and Sorority Life (FSL)**
 - Debuted the inaugural Fraternal Leaders Institute in February 2013 and hosted 30 student leader participants, student/peer facilitators, FSL team members, volunteer facilitators, and a leadership intern. The Fraternal Leaders Institute Advisory committee was formed in fall 2011 in order to develop a series of leadership institutes for the interfraternal community. Two institutes will be held in the upcoming year;
 - Assisted with the coordination and facilitation of a Principles of Peer Leadership course in fall 2012 in collaboration with Housing and Residential Life, Student Centers and Activities, and the Department of Agricultural and Extension Education;
 - Continued the Emerging Interfraternal Leaders program in fall 2012 with 25 participants in its second year. This was the first year the program was open to applicants from all four councils and the curriculum included the reading "Start with Why" by Simon Sinek;
 - Hosted 41 student leader participants at the Interfraternity Council (IFC) Academy of Leadership in January 2013;
 - Took part in the Association of Fraternal Leadership and Values conference, with 35 student leaders from all four interfraternal councils travelling to Indianapolis, Ind.;
 - Coordinated Panhellenic Council's participation in the Southeastern Panhellenic Association conference, with nine of the 13 Panhellenic executive council members taking part;
 - Awarded nine students of the interfraternal community scholarships through the Interfraternity Council and Panhellenic Council to attend the Undergraduate Interfraternity Institute in summer 2013; and
 - Developed the United Community Council to unify members across the entire community to discuss important topics and issues affecting Virginia Tech Fraternity and Sorority Life.



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

- **Services for Students with Disabilities** recruited 309 volunteer note takers who provided approximately 8,125 service hours, which equates to a savings of \$65,000 per academic year.
- **The Corps of Cadets**
 - Completed more than 55 service projects, totaling more than 12,000 hours of community service;
 - Sponsored a blood drive yielding 836 units of blood; and
 - Raised \$20,000 for scholarships and charitable organizations.
- **Cranwell International Center’s English Conversation Group**, facilitated by volunteer community members and university faculty, staff, and students, completed more than 1,000 service hours during the academic year.
- **Dining Services**
 - Collected donations for Toys for Tots during its annual holiday meal;
 - Raised money for cancer awareness through Kathy’s Crew, a service group within Dining Services; and
 - Logged 250 volunteer hours at the Dining Services Garden at Kentland Farm by students and community members from more than 15 different groups.
- **The Dean of Students Office** collaborated with VT Engage to redesign the Hokie Camp *Ut Prosim* session to better align with the university mission and the Aspirations for Student Learning.
- **Recreational Sports**
 - Provided service opportunities to employees by supporting the University Student Officials Association (USOA) and their development of the Hokie Kids Day, a half-day program for local fifth-grade elementary school students to experience lifelong fitness and wellness opportunities through sports. Students were able to try a variety of sports and were provided educational materials on how to lead safe and healthy lives. Much collaboration was required both on and off campus with the Event Planning office, university and town police, the athletic department, the fire department, university EMT, parking services, the DARE program, Carilion, and other partners; and
 - Recreational Sports employees volunteered more than 1,000 hours of service through Hokie Helpers, Gobblerfest, The Big Event, Special Olympics, Relay For Life, and Blacksburg Family Fit Night.
- **The division** collaborated with several arts organizations to develop “Artsburg,” a group whose goal is to promote art and cultural activities in our community, particularly those that encourage creative expression by children and youth.
- **Housing and Residence Life** engaged more than 1,200 university and community volunteers in the welcoming Hokie Helpers move-in effort.





Other Learning Environment Impacts

The Division of Student Affairs' programs and services impact the learning environment for students in a multitude of ways. Fostering collaborative learning and co-learning with our students in environments designed to promote growth fosters the development of students as unique individuals and further enhances our distinctive university culture.

- **The Office of the Vice President for Student Affairs** established a division committee to develop an Aspirations curriculum for students that will be implemented in fall 2014.
- Through its Partners in Learning program, **the division** provided the university community with 279 workshops and class presentations on academic, career, student life, and physical and psychological health issues.
- **Services for Students with Disabilities** converted note-taking and alternate-text procedures for students to on-line formats, which allow for quality assurance and improvement in the timeliness of delivering accommodations.
- **Schiffert Health Center** continued to provide walk-in and online service for self-assessment and cost-free cold medications at the Cold Care Clinic.
- **Student Centers and Activities'** Event Planning office processed and supported a total of 13,374 reservations made by student organizations, university departments, career recruiters, and special event clients.
- **Housing and Residence Life** implemented curriculum strategies based on the Aspirations for Student Learning throughout the entire residential system.
- **The division** recognized 25 extraordinary Virginia Tech students through the Aspire! Awards presentations and story features on the division website.
- Rewrote and redesigned "You're in... Now What?" as an electronically delivered publication to provide incoming students with a lively, conversational, student-focused introduction to life at Virginia Tech.
- **Career Services**
 - Engaged in five First-Year Experience (FYE) partnerships involving 26 class sessions focused on self-assessments, career decisions, and resumes, totaling 1,100 contacts with first-year students. There were 1,453 subsequent student-initiated contacts with Career Services' programs, services, and resources; and
 - Continued to develop and maintain employer relations to increase internships, cooperative education opportunities, and positions upon graduation. It resulted in 1,264 new companies registering for services; 6,914 campus interviews with 3,124 students, a 4 percent increase over the previous year; and 8,014 Hokies4Hire job postings, 2,204 of which were for co-op and internship opportunities, a 9 percent and 30 percent increase, respectively.

Other Learning Environment Impacts (continued)

• Cook Counseling Center

- Provided services to more than 3,000 students, 70 percent of whom agreed that counseling helped them to be a better student;
- Advocated for academic relief for more than 200 students, enabling them to effectively manage their academic commitments;
- Assessed the effects of counseling on standardized scores of academic distress, finding that counseling led to significant decline in distress scores; and
- Delivered more than 14,000 individual counseling sessions with students, providing opportunities for self-understanding and connection to others.

• The Corps of Cadets

- Received more than \$2.2 million in Annual Fund gifts through outreach to alumni and friends; and
- Hosted the third annual Women of the Virginia Tech Corps of Cadets event with more than 130 female cadets and 20 returning alumnae in attendance.

- **Dining Services** extended dining center hours during finals week to accommodate students' schedules and opened D2 as a study location.



- **Fraternity and Sorority Life (FSL)**

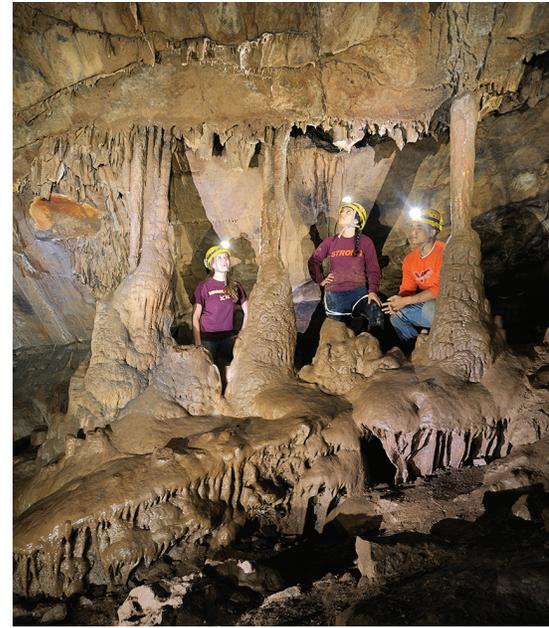
- Announced that the fraternity and sorority community's average GPA was higher than the average undergraduate GPA for both fall 2012 and spring 2013;
- Saw an increase from approximately 3,442 students (15 percent of the undergraduate population) in fall 2011 to approximately 4,130 students (18 percent of the undergraduate population) in spring 2013;
- Convened the Fraternity and Sorority Life Advisory Council once a month during the academic year to advance the strategic plan following the unveiling of the community's vision, mission, goals, and strategic plan in spring 2012; and
- Developed the first assessment map for the interfraternal community in fall 2012 in order to outline FSL assessments:
 - Compiled NASPA/AFA Fraternity and Sorority Student Life Impact Consortium summary;
 - Developed executive board retreat assessments for all four councils;
 - Conducted Emerging Interfraternal Leaders Program assessment;
 - Assessed council members' academic performance trends;
 - Assessed Fraternal Leadership and Values annual meeting;
 - Conducted Fraternal Leaders Institute assessment; and
 - Collected focus group information from chapter advisors.

- **Student Centers and Activities** launched and implemented GobblerConnect, the online student organization registration process and support system, with 759 registered student organizations, the highest number in recent tracking history.

- **Services for Students with Disabilities** developed a dynamic recruitment, interview, and training process for student interns in order to provide a more meaningful work experience.

- **Recreational Sports**

- Served an extremely large number of patrons: 26,071 unique individuals used McComas Hall or War Memorial Hall, with 622,066 visits throughout the year. On average, 2,645 individuals were served daily in McComas, with a maximum daily use of 4,823; and
- Provided numerous fitness and sport opportunities: 8,583 students played intramurals, 1,400 students played on a sport club team, and 4,124 students attended group exercise classes.



Fostering Globalization and Inclusive Excellence: Diversity-Related Accomplishments

The Division of Student Affairs prepares all members of our community to effectively respond to opportunities presented in dynamic and diverse domestic and global environments. Through our work and interactions with our students and each other, we nurture a diverse and inclusive community that supports mutual respect and builds intercultural competencies. The collaboration of cultures, ideas, and different perspectives is an organizational asset that brings forth greater creativity, innovation, and learning.



- **The Office of the Vice President for Student Affairs**

- Established a Multicultural Competency committee to determine how DSA staff can most effectively develop the competencies needed to affirm relevant multicultural issues and the capacities needed to offer meaningful services. This committee was tasked with creating a blueprint for how we can best assure that professionals in the division are developing and strengthening their multicultural competencies;
- Hired 20 new administrative professional faculty members in the division during 2012-2013. Of these, three were persons of color, representing 15 percent of new hires, and 13 were female, representing 65 percent of the total; and
- Provided Workplace Harassment Prevention training to 121 division employees.

- **Cranwell International Center** sponsored the 54th annual International Street Fair, which offers visitors a look at the variety of nationalities represented on the Virginia Tech campus and provides international students a chance to share the unique traditions of their home countries. More than 15,000 members of the Virginia Tech and New River Valley communities shared in the celebration of cultures from around the world.

- In accordance with the Department of Justice, the Department of Education, the Office of Civil Rights, and the Association on Higher Education and Disability, **Services for Students with Disabilities** revised procedures and documentation guidelines to reflect the recent changes in the interpretation of the Americans with Disabilities Act, so that SSD is able to serve more students and reduce the burdens and barriers to access.

- **Schiffert Health Center**

- Continued to collaborate with Cranwell International Center for international health care orientation and immunization services;
- Enhanced its tuberculosis clinic to reduce unnecessary X-ray exposures and to ensure appropriate medication usage;
- Conducted a patient satisfaction survey, revealing a 94 percent overall satisfaction rate; and
- Achieved another three-year term of accreditation from the Accreditation Association for Ambulatory Health Care.

- **Multicultural Programs and Services (MPS)**

- Coordinated the first Hokie Hi LGBTQ welcome event to welcome new and returning LGBTQ and ally students to campus;
- Expanded the influence of the Safe Zone program by adding four new trainers, bringing the total to 11, and bringing total program offerings to six;
- Led the first forum on cultural sensitivity regarding American Indian culture and symbolism;
- Supported Teach for America's recruitment of targeted populations leading to a 35 percent increase over the prior year in the number of recruited students of color;
- Expanded annual heritage month celebrations to six by including the first LGBTQ History Month; and
- With support from MPS and division leaders, the Jewish Student Union hosted the first "Aliyah: A Jewish Baccalaureate Ceremony and Celebration of Achievement" in May, 2013. Eight graduates were recognized during the ceremony and reception, which included families, faculty, and staff as guests.

- **Campus Alcohol Abuse Prevention Center** strengthened its partnership with EXPRESSIONS, a diverse student group dedicated to the free expression of thoughts and ideas through poetry, spoken word, and music.

- **Career Services** created a new four-session seminar series called "Cultural Capital: Earn it. Spend it. Sell it." to inspire students to gain intercultural experiences and competencies and to articulate them to potential employers as they transition into a global workforce.

- **Cook Counseling Center**

- Recruited and retained a diverse staff of interns and faculty, including staff fluent in Chinese, Japanese, Korean, Arabic, Spanish, Russian, and Hebrew;
- Engaged international students and family members through collaborative programming with Cranwell International Center, the Graduate Life Center, and the Language and Culture Institute; and
- Provided more than 1,500 group therapy sessions, allowing students to connect and know their peers in a meaningful way.

- With a grant from the Olmsted Foundation, the **Corps of Cadets** sent four Virginia Tech cadets to Panama City, Panama, to tour the capital city, visit urban areas, explore the tropical jungle, complete service projects, observe a United States ambassador and other embassy officers, and learn in an environmental research center.

- **Cranwell International Center** issued immigration admission documents to more than 960 future Virginia Tech students, supporting the 28 percent increase in enrollment of the international undergraduate population.

- **Housing and Residence Life** sponsored six resident advisors and two advisors to travel to Germany and learn about their higher education system in partnership with students and advisors from Mexico and Wake Forest University.



Creating a Culture of Collaboration and Organizational Efficiency

The Division of Student Affairs is committed to sharing resources, people, knowledge, and ideas to create partnerships that enhance opportunities for students. We continue to provide world-class opportunities that align with our Aspirations for Student Learning. In addition, we will expand existing efforts and build new collaborations based on meaningful relationships and shared learning outcomes, so that we can offer more rich and dynamic experiences that enable our students to grow and learn.



• **The Office of the Vice President for Student Affairs**

- Established a divisional communications committee to identify ways to best communicate division information and events;
- Formed a series of Leadership Circles across the division to provide forums for employees performing similar work to network and collaborate. Circles were established for directors, associate directors, assistant directors, coordinators, managers, new professionals, graduate assistants, administrative assistants, and fiscal leaders;
- Initiated a regular schedule of open office hours for students and division employees to meet with the Vice President for Student Affairs;
- Installed electronic signage in division facilities that incorporates a multiple-feed, web-based digital sign management system, which also connects to the VT Alert system;
- Transitioned to a hybrid organizational structure in Communications and Marketing that provides support and collaborative opportunities for division-wide communicators;
- Created an RA recruitment campaign that won a regional gold Addy Award and is in competition for a national award;

- Expanded Spring Family Weekend to include representatives from across the division. This planning team met regularly to give feedback and assist with the overall orchestration of the weekend. The registration process was improved to allow better preparation for each event. An electronic survey was sent to each family to capture their perceptions of the events they attended. The results of this survey were used as a starting point for the 2013 Fall Family Weekend planning team;
- Established a Networking and Personal Development committee in the division to provide opportunities that enhance the sense of appreciation and community for employees across the division. These opportunities include networking events in a relaxed, social atmosphere and small-group workshops on topics of personal interest;
- Established a Service Standards and Onboarding committee to formulate a plan for how the division can most effectively ensure that students, co-workers, parents, and others consistently encounter good service. To reach that goal, this committee explored best practices for bringing new employees into the team, and developed a format for a comprehensive orientation and onboarding program;
- Collaborated with professional colleagues from across the country to share best practices and address common concerns. This year, the division hosted the annual meeting of the Atlantic Coast Conference (ACC) Vice Presidents for Student Affairs and sponsored Virginia Tech receptions at both the ACPA College Student Educators International annual convention and the NASPA Student Affairs Administrators in Higher Education annual conference;
- Initiated a recognition leave award program to reward division employees who received overall “excellent” or “model” ratings on their annual performance evaluations;
- Expanded the responsibilities of the division’s Human Resources department by integrating all administrative professional faculty support initiatives, including compensation/classification, performance management, employee relations, recruitment and staffing, and HR administration;
- Facilitated hiring of more than 20 faculty, 200 staff, 400 non-student wage, and 2,300 student wage employees;
- Developed and implemented a Student Employee Development Forum to enhance collaboration and improve student hiring and training; and
- Trained 307 division employees through division workshops for a total of 720 training hours.



Creating a Culture of Collaboration and Organizational Efficiency

• Student Conduct

- Worked with Housing and Residence Life (HRL) to relocate the chief conduct officer for residentially based cases into the HRL suite, in order to more effectively assist HRL colleagues with the adjudication of student conduct matters;
- Created a new community standards board for the honors residential college that will work in tandem with the student life coordinator;
- Created a document management system to begin the transition to becoming a paperless office;
- Moved to an electronic notification system that reduces the need for paper and creates a more seamless process for students and staff;
- Increased our use of the Scholar site to communicate with students, faculty, and staff.

• Services for Students with Disabilities

- Increased collaboration between SSD's alternative text services with faculty and the Assistive Technologies Lab to provide Braille and other related accommodations for students with visual impairments;
- Developed and conducted an in-service training for local psychologists who provide psychoeducational testing for students, in compliance with changes in the interpretation of the Americans with Disabilities Act; and

- Collaborated with other offices and departments to enhance services for students with disabilities:
 - SSD serves in an advisory capacity to the Virginia Tech Center for Autism Research;
 - SSD, in conjunction with the Virginia Tech psychology department, serves as a co-investigator in a pilot program that will provide more intensive services for students with autism spectrum disorders; and
 - SSD participated in the STEMability summer program to assist high-achieving high school students with disabilities to be more successful in science, technology, engineering, and mathematics fields in college.

• Student Centers and Activities

- Collaborated with the Graduate School and Housing and Residence Life to increase the level of service at the Graduate Life Center and enhance the sense of community among the graduate students. This includes room reservations, extra staffing, and additional services; and
- Redesigned War Memorial Chapel internship opportunities to align with the learning outcomes of the Department of Hospitality and Tourism Management in Pamplin College of Business.



• **Recreational Sports**

- Presented the first ever Hokie World Games, in collaboration with Cranwell International Center and Athletics, to bring recognition to the diversity that is present within the Hokie Nation. The week-long activities began with the Parade of Nations, led by a variety of students dressed in traditional garments and colors. Teams of students representing countries participated to earn points in basketball, soccer, and zumba throughout the week of the games; and
- Introduced three new fitness programs to provide students with a variety of opportunities leading to healthy lives:
 - Launched the How of Happiness program, based on Sonja Lyubomirsky's book "The How of Happiness." Recreational Sports, Schiffert Health Center, and the Women's Center partnered to offer a support group for women to learn how to achieve happiness and to teach the Aspirations for Student Learning;
 - Offered yoga sessions at the Hahn Horticulture Gardens twice weekly throughout the fall semester to enhance the yoga experience, showcase the beauty of the campus, and bring awareness to a beneficial partnership with the Hahn Horticulture staff; and
 - Piloted the SmartLIFE Program in partnership with Dining Services to combine exercise, healthy eating, and cooking classes into one program.

• **Multicultural Programs and Services** collaborated with the following student and faculty-led projects:

- Korean Lunar Year celebration in association with the Korean American Student Association;
- Matsuki Festival with the Japanese Student Association;
- Diwali Festival with the Indian Student Association;
- Funded student attendance at the East Coast Asian American Student Union conference;
- Funded transportation for student participation in the South by Southwest Festival in Austin, Texas, for the student hip-hop organization;
- Funded transportation for student participation in the Alternative Breaks community service projects to New Orleans and the Dominican Republic, in association with VT Engage and Hillel;
- Funded the Latinos Have Talent show in association with Latin Link's spring culture show;
- Co-sponsored with the Hillel student organization a multicultural dinner featuring Adam Davis with the Project on Civic Reflection;
- Funded Nikki Giovanni's presentation of Sheer Good Fortune with Toni Morrison; *(continued)*



Creating a Culture of Collaboration and Organizational Efficiency

- Solicited student participation in the College of Liberal Arts and Human Sciences study of the perceptions of Latino students on Virginia Tech's campus;
- Funded the August 2012 Ramadan Iftar interfaith dialogue dinner sponsored by the Turkish Student Association;
- Created new programming relationships with the Newman Library and the Graduate Life Center; and
- Provided labor and financial support for the spring Kentland Farms celebration of American culture featuring the Red Sky American Indian dance troupe in association with the American Indian Studies department.

• **Housing and Residence Life**

- Initiated a cross-training experience for our RAs and international students, in cooperation with Cranwell International Center; and
- Hosted the first reception for academic and faculty partners to express our appreciation for their collaborations with the Division of Student Affairs.

• **Dining Services**

- Dining Services and Recreational Sports collaborated to host SmartLIFE, a set of cooking and fitness classes that help students learn more about cooking, nutrition, and exercise; and
- Centralized production of Y.E.S. (You're Eating Smarter) to-go items at Southgate Center.

• **Campus Alcohol Abuse Prevention Center**

- Implemented a screening process for students referred from Student Conduct to better meet their needs;
- Created a new collaboration with Student Centers and Activities for the Gobbler Nights late-night programming initiative;
- Collaborated with Housing and Residence Life to hold eight community-building programs that included an educational component;
- Collaborated with the Corps of Cadets and Virginia Tech Police to create an interactive alcohol education experience for more than 400 students.

• **Career Services**

- Developed a robust college relations program plan to engage in intentional relationships with college administrators, faculty, and advisors to deliver high-impact services, programs, and resources to meet student career development and planning needs;
- Experienced a 73 percent increase in the number of students taking advantage of the Health Careers Advising program since 2010-2011;
- Created a newly designed e-Folder for students to post their many required documents, eliminating confinement of this activity to Career Services' office hours.



- **Cook Counseling Center**

- Collaborated with Recreational Sports, Schiffert Health Center, and Services for Students with Disabilities to provide services to students through the Healthy Paths program;
- Provided mental health expertise and consultation to the division's CARE team and Threat Assessment team;
- Trained emergency responders in a 12-hour program in mental health first aid.

- **The Corps of Cadets** partnered with three other organizations to host the Freshman Leadership Conference, in which 81 cadets joined other students to learn about leadership through seminars and participation.

- **Cranwell International Center**

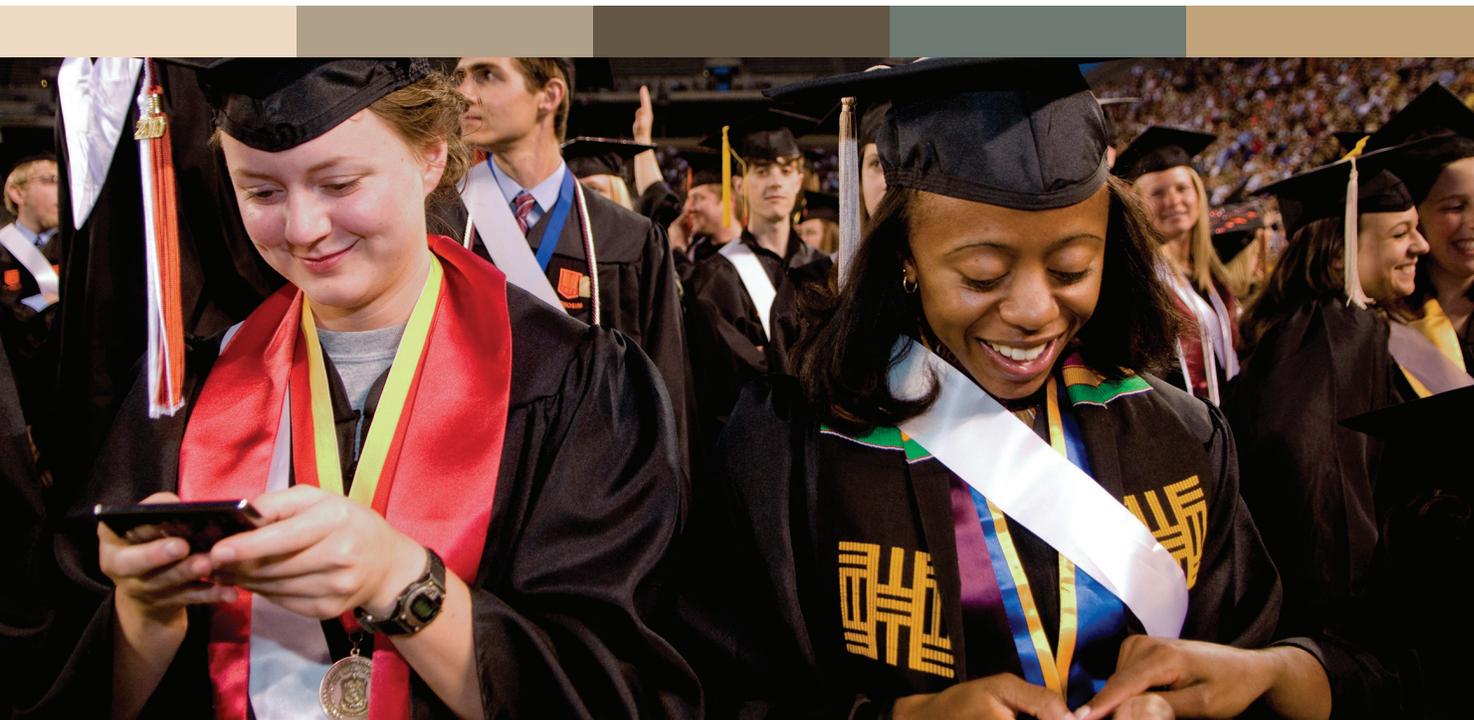
- Partnered with Career Services to host a workshop series for international students to prepare them to navigate resume writing, business etiquette, and interview skills;
- Collaborated with New Student Programs, BreakZONE, University Libraries, Academic Advising, Event Planning, Athletics, and the Graduate Student Association to welcome more than 400 new undergraduate international students during August Orientation;
- Streamlined the administrative process of distributing tax software codes to 1,000 international students by working with International Graduate Student Services to utilize the Graduate Life Center for scheduled dispersal.

- **The Dean of Students Office** integrated the recruitment, selection, and training for the Orientation leaders, Transfer Orientation guides, Hokie Camp counselors, and the Summer Academy peer mentors. This new approach will result in a more consistent message delivered to new students.



Embracing a Networked Society

The Division of Student Affairs keeps pace with technological advances in order to enhance service delivery and better engage our students in learning environments. We explore ways to harness technology in order to improve access to and quality of the programs and services we offer to students—without sacrificing the “human touch.”



• **The Office of the Vice President for Student Affairs**

- Enhanced security and reliability of the division’s information technology systems through consolidation of resources and standardization of procedures;
- Analyzed content, redesigned, and launched Ensemble-based websites for Cook Counseling Center, Schiffert Health Center, Campus Alcohol Abuse Prevention Center, New Student and Family Programs, Multicultural Programs and Services, and Cranwell International Center;
- Redesigned and revitalized the Hokie Family E-news, in collaboration with New Student and Family Programs; and
- Initiated a new “Networked Society” award to recognize division employees who integrate technology and digital fluency into programs and services.

• **Schiffert Health Center** implemented the Media Initiatives for Health Education campaign, which includes printed material, television ads, video, web features, email, and social media to promote events, classes, and programs.

• **Student Centers and Activities (SCA)**

- Developed an online engagement plan utilizing 15 social media profiles. In the spring semester, the SCA Facebook page had more than 248,900 impressions, the @VTSCA Twitter account received 361 “mentions” or “retweets,” the Pinterest account had 125 followers, and the blog “Between Classes: Updates from the Center of the Hokie Nation” had an average of 2,080 page views per month; and
- Utilized the Off-Campus Partners website for housing search, securing more than 4,500 new users and 1 million total page views. Secured nearly 900 “likes” on the Virginia Tech Off-Campus Housing Facebook page.

- **Recreational Sports** planned, developed, and created online videos and quizzes to allow team captains the freedom to complete tasks on their own time and to allow access to information in a consistent manner for any participant. This use of innovative technology will allow more intramural participants to receive important information related to their participation.

- **Services for Students with Disabilities** launched an on-line student testing reservation system for students needing test-taking accommodations, which resulted in a more than 50 percent increase in use over the paper system. This initiative was the result of a collaboration with Communications and Marketing, which received an Excellence in Access and Inclusion Award for their contributions.

- **Cranwell International Center**

- Created a new student blog to simplify communication for new international students and make essential information easily accessible;
- Developed a “Student Stories” blog forum for current international students to share their transition stories with incoming students;
- Updated communication to newly admitted international students with weekly HTML email correspondence; and
- Updated procedures and policies for the weekly email newsletter, the Cranwell Courier, which currently reaches nearly 700 subscribers.

- **Dining Services**

- Collaborated with the computer science department to have two students create a food safety video game as their class project;
- Purchased Storyline, a program that creates interactive, online training sessions;
- Updated the online allergen filter to include items with gluten;
- Began using an electronic waste-tracking system through the FoodPro program;
- Installed emergency message boards in all dining centers;
- Utilized an online reservation system for Origami in Turner Place at Lavery Hall; and
- Integrated iPads into the ordering process at Au Bon Pain in Squires Student Center.



Enhancing our Facilities

The Division of Student Affairs is committed to creating places and spaces that encourage growth. We provide welcoming, barrier-free, sustainable, living and learning environments for our students. To do so, we evaluate what comprises our physical plant, how we currently use these assets for programs and services, and where opportunities exist to provide out-of-class learning, leadership development, academic partnerships, and research options.



- **Fraternity and Sorority Life**

- Opened the first facility in Phase IV Oak Lane (Sigma Phi Epsilon fraternity house) in spring 2013, now utilized as the Innovate entrepreneurial living-learning community;
- Reworked the Fraternity and Sorority Life office environment to increase a sense of community, infuse the spirit of the strategic goal areas, and to ensure efficient use of space.

- **Student Conduct** welcomed the Undergraduate Honor System into the Student Conduct suite. This move begins the process of building a trusting partnership with a shared philosophy so both distinct systems can resolve behavioral and academic integrity matters in a manner that promotes student learning, self-reflection, and development.

- **Services for Students with Disabilities** relocated its offices to its first permanent location in Lavery Hall. The SSD offices are now centrally located and accessible to both students and faculty.

- **Student Centers and Activities** encouraged Hokie Spirit and enhanced the Virginia Tech brand in our facilities through a variety of upgrades in flooring, furniture, signage, paint, and audio-visual equipment.

- **Recreational Sports** engaged in planning to bring War Memorial Hall forward as an inviting facility with state-of-the-art improvements. This included:

- Completion of the War Memorial Hall feasibility study, resulting in the project's inclusion in the university's six year capital projects plan;
- Renovation of the War Memorial locker room floors and lockers; and
- Redesign of the sport club display case with updated lighting, signage, and background materials. The display case is used extensively as a pride and promotional tool for our teams.

- **Housing and Residence Life**

- Opened the Residential College at West Ambler Johnston, which houses faculty principal Ben Sax and his family, four associate principals who oversee a house model for more than 800 residents, and space for more than 80 senior fellows to be involved with the community;
- Renovated Cochrane Hall's formal lounge and repurposed an underutilized apartment to create a much-needed kitchen and laundry facility for residents;
- Opened Learning Lab Studios 1 and 2 in Lee Hall for classes, tutoring, and student design as part of the inVenTs living-learning community; and
- Created the HRL Community Resource Officer Center in D2, which supports three resource officers and will be utilized for RAD (Rape Aggression Defense) classes, educational programs, staff meetings, mentoring and coaching sessions, as well as to address student concerns.

- **Dining Services**

- Opened Turner Place at Lavery Hall, a state-of-the-art dining facility located behind McBryde Hall on Old Turner Street. With glass walls and grand entrances throughout, Turner Place has a light, open feel. Housing eight separate restaurants, it offers a variety of cuisine that includes national brands and unique venues, some of which are the first of their kind on a university campus. Turner Place has earned praise and awards both for innovative design and excellent food. It was recently lauded as the country's best new university dining facility;
- Initiated innovative sustainability programs in dining facilities, including waste reduction, recycling, and composting. Lavery Hall was recently awarded Leadership in Energy and Environmental Design (LEED) Silver certification, as established by the U.S. Green Building Council. LEED certification is a performance-oriented rating system designed to address specific environmental impacts inherent in the design, construction, operations, and management of a building;
- Completed West End Market renovation; and
- Updated the entrance to Hokie Grill & Co. to be wheelchair-accessible.

- **Career Services** upgraded utility of the Career Resource Center by adding high-top web bars for student laptop use and repurposed two rooms into one to better encourage learning in larger sessions and group work.

- **The Corps of Cadets** organized a design competition for the new barracks that will replace Brodie and Rasche Hall and signed a design and construction contract. The razing and replacement of Rasche Hall began in July 2013 and will take two years. The Brodie Hall project will follow and should take one year. The design competition also included preliminary designs for the new Corps Leadership and Military Science building, which would bring together the facilities that support Corps operations.

- **Cranwell International Center** updated ventilation systems for cooling and added an ADA accessible drinking fountain to ensure that the international center will continue to be a welcoming facility.



Other Accomplishments

The Division of Student Affairs encourages our staff to think innovatively about creating programs and services to enhance and complement the Virginia Tech educational experience. Our goal is to provide the very best education for our students, from orientation through graduation, both in and out of the classroom.



• Student Conduct

- Worked with the Hokie Handbook committee on new policies that encourage a safer environment for the campus community. Specifically, the committee created a student harassment policy and provided clarification for the drug paraphernalia and unauthorized entry policies;
- Improved the abusive conduct coordination process to enable better communication between the student conduct coordinator and the Title IX investigator;
- Developed a new, and very well attended, Student Conduct information session for faculty, staff, and legal representatives to prepare them for their roles as student conduct advisors; and
- Sponsored a three-day conciliation and mediation training for 26 conduct officers and campus partners.

• Schiffert Health Center served more than 40,000 patient visits during the academic year.

- Celebrated Virginia Tech's ranking as the third "Healthiest College Campus" by Greatist, an honor published in USA Today online. One of the reasons given for the high ranking was the creative exercise incentive programs offered by **Recreational Sports**.

• Parent and Alumni Relations

- Sponsored a new student and alumni picnic, which was hosted at a DSA Parent Committee member's home in New Jersey in partnership with the Philadelphia chapter;
- Awarded the first Division of Student Affairs Scholarships general student leadership awards in spring 2013. An awareness campaign was launched to targeted students who are involved in our leadership programs. A total of 82 applications were received through GobblerConnect. The DSA Alumni Advisory Board members selected the six recipients at the spring meeting. As a result of his involvement in the scholarship process, one member has committed to establishing a leadership scholarship;
- Established a Family Roundtable made up of representatives from across the university. This group meets monthly to discuss issues related to how we communicate with our families, and to determine the content for the upcoming month's Family E-Newsletter. The content of the newsletter has improved as a result of this collaboration. Each edition includes a relevant message from the Vice President for Student Affairs and the information provided is timely;

- Added a Parent-to-Parent session to the First-Year Orientation program, hosted by members of the DSA Parent Committee. These sessions provide an opportunity for our new families to ask experienced families questions. In addition to helping our new families, it allows our Parent Committee members to take an active role in the Orientation program; and
- New Student Programs and Parent and Alumni Relations partnered to create New Student and Family Programs to engage families earlier in their students' Virginia Tech experience. This collaboration will support new students and their families from orientation through graduation. While the divisional structure will not change, it will present a very different message for our families. In addition, orientation leaders will expand their role beyond orientation and be involved in programming efforts for our families. We believe this will allow for a seamless transition for the families of our new students.
- **Multicultural Programs and Services** advised the Black Student Alliance (BSA), which earned the Most Outstanding Program of the Year award for their sold-out Homecoming Laugh Riot comedy show featuring Kevin Hart.
- **Campus Alcohol Abuse Prevention Center** received Gold and Grand Bronze Awards for Excellence in Student Health, Wellness, and Counseling from NASPA.
- **Cranwell International Center** partnered with the Department of Motor Vehicles (DMV) to host three campus visits by the DMV mobile unit for the community to conveniently access services.
- **Dining Services**
 - Harvested 20,000 pounds of produce at the Dining Services Garden at Kentland Farm and served it in Virginia Tech dining centers;
 - Diverted more than 1 million pounds of compostable food waste from the landfill;
 - Reached a local food percentage of 6.8 percent as of December 2012;
 - Began serving milk from Virginia Tech's dairy herd in D2 at Dietrick Hall;
- Hired more than 1,800 employees; and
- Conducted certification for Dining Services employees, who earned one orange, 36 gold, and 63 silver-level certifications in the in-house Training Development program for a total of 100 participants who have achieved some level of certification.
- **The Dean of Students Office** supported 2,143 students with advocacy needs, an all-time high.
- **Housing and Residence Life** completed a comprehensive department program review based on Council for the Advancement of Standards in Higher Education (CAS) standards and Southern Association of Colleges and Schools (SACS) criteria to identify strengths and opportunities for growth.
- **Student Centers and Activities** coordinated a number of large-scale events for Virginia Tech including:
 - The 75th Anniversary of Squires Student Center;
 - The 5th annual Gobblerfest fair to promote student involvement, held for the first time on the Drillfield, with an estimated 22,000 attendees;
 - The Gobbler Nights late-night programming initiative with an average of 583 attendees per night over four events; and
 - The Pink Takes Tech concert on the Drillfield with an estimated 12,000 people in attendance.



Strategic Plan Scorecard

The 2012-2018 Division of Student Affairs strategic plan includes 33 outcomes aligning with five goals in the university's long-range plan. The Vice President for Student Affairs has charged the work group that developed the plan to oversee its implementation and the development of related scorecard measures. For the first several years of the cycle, division departments will focus their efforts on five key outcomes that are specific to student learning. The implementation group is currently prioritizing the remaining outcomes, developing a timeline and metrics for each, and recommending departments, committees, or work groups to assume responsibility for them. The group is also identifying the metrics that will be included in both internal and external scorecards.



Administrative Quality and Improvement (AdQI)

The Division of Student Affairs continues to be actively engaged in assessment and planning activities. Administrative Quality and Improvement outcomes (AdQI) were established and measured throughout the organization. In addition, all departments measured student learning outcomes aligned with the Aspirations for Student Learning. Action plans related to the findings have been developed and entered into Weave Engaged to carry out in 2013-2014. A number of programmatic enhancements and administrative changes were implemented based on assessment findings. Provided below are several examples from departments within the division.



- **Parent and Alumni Relations**, as a new focus area for the division, conducted several surveys to gain baseline data to better serve and involve parents and alumni. Fall and spring family events were evaluated and findings provided direction for making improvements in future family events.
- **Student Conduct** continues to participate in the National Assessment of Student Conduct Adjudication Processes. The most recent 2013 study provided evidence of significant learning increases as a result of a student participating in the new Agreed Resolution Process. Areas of growth included understanding the emotional consequences of misconduct, learning one or more skills that would help them avoid being involved in future misconduct, and gaining an understanding of the expectations for student behavior.
- **The Assistant Vice President** overseeing health and wellness developed a new suicide prevention workshop that was offered 11 times and was attended by 227 people. A brief evaluation was given after each workshop. Of those who responded, 98 percent rated the workshop highly favorably. A second interactive workshop was created based on findings from the survey indicating that there was a great interest in learning more about helping students in distress.
- **Student Centers and Activities** engaged members of the Student Government Association (SGA) in a focus group to identify the Aspirations for Student Learning that are most prevalent in the SGA experience. Analysis of the qualitative data revealed that three of the five Aspirations were prevalent. The SGA advisor will continue to develop the experience for SGA leaders to grow in all areas of the Aspirations and will continue to assess the progress.
- **SmartLIFE**, a collaborative effort of **Dining Services, Schiffert Health Center, and Recreational Sports**, was launched as a pilot program in spring 2013. The program focuses on smart exercise habits and nutrition practices provided in an innovative way. Eighty students participated. The program will continue with modifications based on the student feedback that was gathered using multiple methodologies.

Other Assessment-Related Accomplishments

In addition to AdQI outcomes assessments, the Division of Student Affairs employed assessment and systematic review in a number of crucial areas, and conducted assessment training for division faculty and staff.



- Completed five-year comprehensive program reviews of four departments in the division. Career Services, Housing and Residence Life, Student Centers and Activities, and Recreational Sports each completed internal program reviews based on the Council for the Advancement of Standards (CAS) review process.
- Appointed review committees to conduct five-year periodic reviews of two Executive Leadership group members during 2012-2013. The committees gathered evaluative feedback through surveys and interviews with supervisors, peers, and direct reports, and prepared reports of their findings for the Vice President for Student Affairs.
- Awarded two “Closing the Loop” grants to support evidence-based program improvements in the residential colleges and Leadership Tech.
- Offered a third annual assessment camp, which provided division staff with grounding in assessment theories and techniques to facilitate the development and implementation of departmental assessment plans. In addition to the basic, introductory two-day camp, a second advanced camp was added this year to focus on more in-depth assessment and planning topics.
- Utilized graduate students enrolled in the higher education program to conduct multiple assessment projects for four departments in the division.
- Conducted an evaluation of internal communication efficiency. Findings provided information for the development of a division Strategic Communication Plan.
- Developed learning outcome frameworks for each Aspiration for Student Learning. These frameworks provide specific, measureable outcomes for each Aspiration at the introductory, intermediate, and advanced level. Each is based on at least one theory (and often multiple theories) related to student development, learning, or other relevant disciplines. These frameworks will provide the foundation for the division curriculum that will be implemented in fall 2014.
- Conducted focus groups with division employees and students related to the Aspirations for Student Learning. Findings revealed the need to build capacity in the division related to the Aspirations. The Curriculum Development committee is developing the structure for a student curriculum based on the Aspirations that will begin in fall 2014.

2013-2014 Division Goals and Outcomes

The following student learning outcomes from the Division of Student Affairs 2012-2018 Strategic Plan will be the division's 2013-2014 strategic focus.



- **1.1.** Students will develop skills to analyze, interpret, and synthesize information; reason holistically; communicate effectively; work in teams; and appreciate global perspectives, in order to succeed in the global job market and be active citizens.
- **1.2.** Students will understand the importance of overall wellness and will maintain a healthy balance academically, physically, emotionally, nutritionally, professionally, and socially.
- **1.3.** Students will achieve the competencies articulated in our division's Aspirations for Student Learning, which will provide a basis for life-long learning.
- **2.1.** Students and division employees will expand their appreciation, understanding, and respect for others who are different than themselves.
- **4.2.** Students will acquire the skills to critically analyze the information shared in social media environments.

In addition, the division will focus on the Administrative Quality and Improvement goal listed below. For 2013-2014, the Division of Student Affairs does not have any administrative professionals who are due for five-year periodic review.

- **The Vice President for Student Affairs** encourages a culture of continuous improvement in administrative units by systematically tracking and reviewing department assessment plans in WEAVE. Each department will measure and track one to two administrative outcomes each year and at least one learning outcome. Executive leaders will also measure and track one to two administrative outcomes annually.



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