THE SEARCH

Virginia Tech invites nominations and applications for the position of Dean of the Graduate School. The university seeks a leader for graduate education who will capitalize on its substantive strengths and help promote innovation, growth, and continued excellence in graduate education and research.

This is an exciting inflection point at Virginia Tech. Over the past 20 years, the Graduate School has reshaped graduate education at Virginia Tech, becoming a world-class hub for transdisciplinary graduate education with the development of the Transformative Graduate Education initiatives, the Graduate Life Center, and the new Innovation Campus. The next Dean will be charged with developing and executing a strategy that builds upon this innovation, with a focus on building new and innovative graduate programs that attract students and external funding, and with an emphasis on excellence in graduate education across the university.

The next Dean will bring exceptional leadership skills and a depth of experience in academic administration, a strong and innovative vision for the future of graduate education, a history of creating robust interdisciplinary partnerships, and energy and enthusiasm for promoting the work of the graduate school. The Dean will play a public role with university, state, regional, national, and international stakeholders to further the mission of graduate education and advocate for resources and support for its important work.

A search committee with representation from across the university has been convened to conduct the search and to recommend finalists to the Executive Vice President and Provost of Virginia Tech. The university is assisted in the recruitment by the executive search firm Isaacson, Miller. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

Building on its motto, Virginia Tech is dedicated to InclusiveVT—an institutional and individual commitment to Ut Prosim (That I May Serve) in the spirit of community, diversity, and excellence. The institution seeks candidates who adopt and practice their Principles of Community, which are fundamental to the university’s ongoing efforts to increase access and inclusion and to create a community that nurtures learning and growth for all its members. Virginia Tech actively seeks a broad spectrum of qualified candidates to join its community in preparing leaders for a diverse, global society and encourages individuals across racial, ethnic, religious, gender, sexual orientation, ability, and other identities to apply.
GRADUATE EDUCATION AT VIRGINIA TECH

The Graduate School at Virginia Tech leads and directs the university’s graduate education enterprise, working with departments and colleges on the development and administration of graduate education as a critical component in the transmission of new knowledge, new research, new ideas, and new scholarship in the university, as well as providing a rich learning environment that attracts and retains outstanding graduate students. Working closely with the university’s outstanding faculty, it focuses on ensuring the highest quality of graduate programs in keeping with the land-grant mission of teaching, research, and public service. Virginia Tech recognizes that its reputation as a top research university depends upon the ability to prioritize graduate education and research as central to the academic mission.

The Graduate School is dedicated to providing an inclusive and affirming environment for all students and promoting a graduate education that serves the whole student, through its Transformative Graduate Education (TGE) initiative. Through the implementation of unique programs and opportunities, TGE pushes the boundaries of traditional disciplinary academic education and provides the philosophical underpinnings for a truly innovative graduate education experience. TGE aims to advance how graduate students prepare to become the next generation of scientists, educators, scholars, engineers, artists, and career professionals in an ever-evolving global context. A major focus of the Graduate School is to offer a wide range of programs, services, and events aimed at supporting students and building an affirming, inclusive, and diversity community.

Virginia Tech currently offers more than 170 master’s and doctoral majors through the Graduate School, in partnership with its nine colleges. In addition to more traditional, discipline-specific graduate degree programs, the Graduate School also supports 14+ Interdisciplinary Graduate Education Programs (IGEPs), and an Individualized Interdisciplinary Ph.D. program. Graduate students can earn graduate degrees at multiple locations throughout the Commonwealth of Virginia, including the main campus in Blacksburg, several locations in the greater Washington DC area (e.g., Falls Church campus and the new Innovation Campus in Alexandria), the Health Sciences and Technology Campus in Roanoke, sites in Newport News and Richmond, and Agricultural Research and Experiment Centers throughout the state. In the fall, 2020 semester Virginia Tech had 4,730 students enrolled in master’s programs and 3,236 in doctoral programs.

THE DEAN

Reporting to the Executive Vice President and Provost at Virginia Tech, the Dean is a critical member of the senior academic leadership team at Virginia Tech, participating in the President’s Council, the Provost’s Academic Affairs Council, and advisory boards for the university’s research institutes. Key to the responsibilities of this position, this leader will:

- set the strategic vision and lead the Graduate School in pursuit of its goals to provide high-quality graduate education and research in an inclusive environment;
- provide opportunities for interdisciplinary research;
- collaborate in the recruitment, education, and graduation of a high quality and diverse graduate student body;
• invest in faculty and student development to enhance Virginia Tech’s reputation as a leading university in research and education; and
• increase national and global recognition through opportunities and activities including strategic partnerships in education, research, and outreach.

The Dean currently leads a team of seven associate and assistant deans, and three directors - located in Blacksburg and at the Northern Virginia Center – as well as their staff. Working closely also with the deans and associate deans for graduate programs in each of the nine colleges, academic vice presidents, vice provosts, and graduate program coordinators in departments across the university, the role is also highly collaborative in supporting, developing, and promoting graduate education and advocating for the needs of graduate students.

OPPORTUNITIES AND CHALLENGES FOR NEW LEADERSHIP

The next Dean of the Graduate School has a unique opportunity to build on a solid foundation of excellence in graduate education and further enhance the mission and representation of the Graduate School at the university. The Dean will address these specific opportunities and challenges:

Work in collaboration with university leadership to enhance the future vision for graduate education

The next Dean will join a university leadership team committed to further enhancing graduate education and will be guided by comprehensive recommendations recently made by the Graduate Education Task Force to realize these strategic goals. The Graduate School at Virginia Tech has developed innovative and highly transdisciplinary graduate programs, with a collaborative spirit that brings together students and faculty across the institution. The Dean will be able to leverage this existing strength to deepen the university’s commitment to transdisciplinary programs, both master’s and doctoral, with a focus on developing new programs that are relevant and exciting to potential students. The Dean will develop more robust methods to conduct outcomes assessment on graduate programs, with a focus on growth in graduate student enrollment and retention, reducing the cost of graduate education, increasing diversity and inclusion, and enhanced graduate student success and engagement across all the locations where graduate education is represented at Virginia Tech.

Continue to build and strengthen Virginia Tech’s diverse and inclusive graduate community

Over the past decade, Virginia Tech has launched several initiatives to increase the diversity of students and faculty on campus, and the university foresees that soon 40 percent of the undergraduate student body will be from groups typically underrepresented in higher education, creating additional opportunity to further diversify the graduate student body. The Dean will work with senior leadership, the Vice Provost for Enrollment Management, and academic units to continue to diversify the pool of graduate applicants, including underrepresented minorities as well as under-served and international students. The Graduate School has embodied a strong commitment to diversity, and was among the first units at the institution to develop an office for diversity and inclusion within the school. The Dean will continue to build on this commitment and
the momentum of university-wide initiatives by supporting further conversation and action; and to lead initiatives to support not only the recruitment, but the retention and success of faculty, staff, and students from underrepresented groups.

**Develop resources that will strengthen and expand graduate education**

Resource development and allocation is critical for further enhancement of graduate education at Virginia Tech in order to maximize the educational experience for students. In conjunction with the appropriate individuals and offices at Virginia Tech, the Dean will supplement faculty efforts by augmenting institutional resources through private fundraising, in order to increase financial support for students in the form of fellowships and stipends so that Virginia Tech can compete successfully with other top-tier and land-grant institutions. In addition, the Dean will partner with the Executive Vice President and Provost, the Vice President for Research and Innovation, the college Deans, and appropriate departments and schools to strengthen existing programs and build new ones that bring in external support for research and graduate students. These externally funded programs will also provide important opportunities for graduate students to be deeply engaged in the research enterprise. If successful in these efforts, Virginia Tech will realize an expanded suite of graduate programs that deliver world-class education to students.

**Enhance graduate student success and well-being**

The Dean will be a strong steward and enhancer of graduate student life, supporting vital collaboration with other areas and offices of the university, and shaping and administering policy with an eye toward the whole graduate student experience. Although, as typical in graduate education, many Virginia Tech graduate students identify primarily with the department, school, or college in which they are studying, the innovative Graduate Life Center has provided spaces for classes, meetings, social gatherings, and housing to promote connectedness among graduate students. The Dean will have an opportunity to build a stronger and more cohesive graduate student culture and community at Virginia Tech, inside as well as outside of the learning environment.

Virginia Tech has a long-standing commitment to experiential education and its graduate programs intentionally expose students to and prepare them for a wide variety of career options. The next Dean will ensure continued outcomes-driven innovations in professional and career development for graduate students, both in academia and in industry.

Graduate students have distinct needs and concerns including affordable housing, financial commitments, healthcare, and childcare. Attention to student well-being, especially by providing access to mental health support services, is critical for graduate students on all campus locations. The next Dean will need to continue to be a strong and effective advocate for graduate students to ensure they are receiving the care and attention necessary to thrive.

**Foster increased communication, collaboration, and services across all campuses**

The Graduate School transcends many colleges, divisions, and departments across the university, including academic units, research and innovation, student affairs, and enrollment management. The Dean will need to proactively engage each of these areas in the work of graduate education, finding opportunities to deepen collaborations and identifying synergies where possible. Ideally,
these efforts will improve the graduate student experience by streamlining processes to enhance equity, freeing up resources for priority initiatives, and better integrating into the university while maintaining a distinctive graduate student identity.

**DESIRED QUALIFICATIONS AND CHARACTERISTICS**

An earned doctorate and a record of progressive and visionary academic leadership experience in higher education are required. The ideal candidate will possess demonstrated effectiveness in planning, administration, and personnel and fiscal management; substantial evidence of leading sustainable transformation in diversity and inclusion initiatives; demonstrated effectiveness in working with a diverse student body, faculty, staff, other university constituents, and external organizations; and the ability to work collaboratively with academic units to create curricular and co-curricular components that advance student learning and research outcomes.

The successful candidate also will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- Vision and ability to advance the graduate education agenda of the university, including interdisciplinary and campus-wide initiatives.
- Demonstrated ability to lead graduate education to achieve excellence in teaching, research, creative works, and outreach, in support of the tripartite mission for a land-grant university: learning, discovery, and engagement.
- Demonstrated successful, collaborative leadership in higher education.
- Demonstrated effective communication and interpersonal skills, ability to lead effectively and work collaboratively with many and diverse constituencies.
- Demonstrated commitment to building a strong learning environment for students that stresses academic quality, student engagement, experiential learning, global perspectives, and the judicious use of innovative delivery strategies, including those involving technology.
- Demonstrated commitment to building strong relationships with graduate students, through advising graduate student organizations (e.g., the Graduate Student Assembly), teaching GRAD courses, or having regularly scheduled formal and informal interactions.
- Demonstrated experience in building strong relationships with academic leaders and faculty, especially graduate program directors, coordinators, and staff.
- Successful experience or demonstrated potential in fundraising, development activities, and collaboration with external partners.
- Record of accomplishment in recruitment and retention of outstanding faculty, staff, and students, including women and those traditionally underrepresented in faculty, staff, and student bodies.

**CONTACT INFORMATION**

The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. For best consideration, all applications, nominations, and confidential inquiries should be submitted by February 25, 2021 to:

Pamela Pezzoli, Philip Jaeger, and Jeff Kessner
Applications should include a letter of candidacy that responds to the agenda for leadership and the desired attributes for the Dean of the Graduate School and a complete résumé or vita.

*Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, sex (including pregnancy), gender, gender identity, gender expression, genetic information, national origin, political affiliation, race, religion, sexual orientation, or veteran status, or otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees or applicants, or on any other basis protected by law.*

*For inquiries regarding non-discrimination policies, contact the Office for Equity and Accessibility at 540-231-2010 or Virginia Tech, North End Center, Suite 2300 (0318), 300 Turner St. NW, Blacksburg, VA 24061.*
APPENDIX

UNIVERSITY BACKGROUND

Dedicated to its motto, *Ut Prosim* (That I May Serve), Virginia Tech takes a hands-on, engaging approach to education, preparing scholars to be leaders in their fields and communities. Founded as a land-grant institution in 1872, Virginia Tech is Virginia’s most comprehensive university and a leading research institution as well as one of the nation’s senior military colleges. With more than 1,500 instructional faculty, Virginia Tech offers more than 280 undergraduate and graduate degree programs to nearly 35,000 students. Of those students, 81 percent are undergraduate students, and 19 percent are graduate students. Fifty-seven percent are male, and 43 percent are female. Virginia Tech is ranked 5th in the nation for number of engineering graduates, 46th in the nation on the National Science Foundation Rankings by Total R&D Expenditures and manages a research portfolio of more than $550 million. Its operating budget for 2020-21 is $1.6 billion and its endowment is approximately $1.14 billion.

The university offers more than 110 bachelor’s degree programs through its seven undergraduate academic colleges: Agriculture and Life Sciences, Architecture and Urban Studies, Engineering, Liberal Arts and Human Sciences, Natural Resources and Environment, Pamplin College of Business, and Science. It offers over 170 master’s and doctoral degree programs through the graduate school and professional degrees from the Virginia-Maryland College of Veterinary Medicine and the Virginia Tech Carilion School of Medicine in Roanoke.

UNIVERSITY LEADERSHIP

Virginia Tech is led by Timothy Sands, the university’s 16th President, who reports directly to the Board of Visitors. Cyril Clarke, Executive Vice President and Provost, and Dwayne Pinkney, senior vice president and chief business officer, lead the academic and administrative areas, respectively.

Leadership:
- Office of the President
- President’s Executive Staff
- President’s Leadership Team
- President’s Council
- Office of the Executive Vice President and Provost
- EVP & Provost Staff
- EVP & Provost Organizational Chart
- Office of the Senior Vice President and Chief Business Officer

STRATEGIC PLANNING AND STRATEGIC CHANGES

The university’s strategic plan, *The Virginia Tech Difference: Advancing Beyond Boundaries*, was developed over 18 months through holistic collaboration with faculty, staff, students, alumni, and university partners across colleges, institutes, offices and campuses, and shaped by consultative partners.

The university’s strategic plan guides initial steps to achieving the long-term *Beyond Boundaries*
vision as a comprehensive research land-grant university by affirming Virginia Tech’s mission and core values; defining university priorities; and outlining goals and initial milestones to achieve each priority. It also reinforces the university’s established strengths and serves as a university-level guide for colleges, institutes, offices, departments, and units as they develop their respective strategies and plans to advance institutional priorities. Virginia Tech’s vision, mission, core values, and strategic priorities are already being put into action in efforts at the university.

The Strategic Affairs team worked with leadership within the Office for Inclusion and Diversity throughout this process to ensure alignment between the Office for Inclusion and Diversity’s strategic planning efforts and the integration of the campus’ diversity plan within the university strategic planning framework. The Office for Strategic Affairs will continue to collaborate and partner with the Office for Inclusion and Diversity to ensure ongoing alignment.

The Office for Strategic Affairs will continue to collaborate and partner with colleges, institutes, offices, and units in the development of unit-level strategic plans as part of the continuous planning process.

FUNDRAISING

In October of 2019, Virginia Tech announced the most ambitious fundraising and engagement campaign in university history. Boundless Impact: The Campaign for Virginia Tech has a goal to raise $1.5 billion to fuel excellence across all university programs and drive forward major strategic priorities. A second goal is to engage 100,000 alumni in meaningful ways over the course of the campaign, which is projected to run until June 30, 2027.

The campaign is expected to fuel major initiatives across the university. These include innovative new collaborations to solve complex problems, constructing a four-building Global Business and Analytics Complex in Blacksburg, investing in cutting-edge research in health sciences to push the Health Sciences and Technology Campus in Roanoke forward, and maximizing the impact of the emerging Innovation Campus in the greater Washington, D.C., area.

Other major campaign priorities are to help Virginia Tech reach its inclusion and diversity recruiting goals, which include 40 percent of the student body coming from groups that are underrepresented or underserved, and to support innovative new ways of learning through internships, collaborations, and other programs that go beyond the classroom to prepare students to thrive on transdisciplinary teams.

STUDENTS AND FACULTY

The university fulfills its role as a land-grant institution by fostering a collaborative environment that integrates technology into all disciplines, so that the Virginia Tech community can serve as a force for positive change around the commonwealth, the country, and the world. Through experiential learning, future-focused research, and an inclusive, spirited culture, Virginia Tech strives to accomplish the charge of its motto Ut Prosim (That I May Serve).

Guiding the transformation of their students are 2,070 instructional faculty members (both full and part-time) of which 51 percent are tenured. Twenty-one faculty members belong to the prestigious National Academies, which advance the pursuit of science, engineering and medicine. Virginia
Tech has two faculty members and one student who have risen to the rank of Fellow in the preeminent American Academy of Arts and Sciences.

The Institutional Research website offers data tables, graphs, and maps related to Student Data, Faculty & Staff Data, Course & Grade Data, Common Data Sets, Peer Institutions & Comparisons, and Reports.

CAMPUS LIFE

Campus life aims to complement Virginia Tech’s world-class academic experience by building communities, promoting holistic education, and cultivating environments that offer opportunities for leadership, innovation, and service. These communities offer a dynamic residential campus and award-winning dining in an environment committed to well-being including health and wellness programs to hundreds of student organizations and clubs. By being student-centered, Virginia Tech aims to transform students into the Hokies who will change the world for the better by believing in teamwork, integrity, development, and equity.

Virginia Tech is a member of the Atlantic Coast Conference. NCAA Division I-A men’s varsity sports are football, basketball, baseball, soccer, indoor and outdoor track, swimming and diving, wrestling, tennis, golf, and cross country. Women’s varsity sports are basketball, tennis, volleyball, swimming and diving, indoor and outdoor track, soccer, softball, lacrosse, golf, and cross country. Learn more at HokieSports.

An extensive recreational program provides opportunities for participation in numerous activities. The university also offers intramural sports and club-sports programs that allow students to compete against programs from other colleges and universities across the country.

DIVERSITY, EQUITY, AND INCLUSION

Virginia Tech is a just and inclusive community that welcomes, encourages, and supports individuals who desire to contribute to and benefit from the institution’s missions of learning, discovery, and engagement. Virginia Tech is working to promote:

- sustainable institutional transformation and accountability;
- representational diversity;
- an inclusive, welcoming, affirming, and accessible safe campus climate; and
- the integration of issues of equity and identity into the academic mission are promoted with steadfastness.

InclusiveVT is the institutional and individual commitment to Ut Prosim in the spirit of community, diversity, and excellence. InclusiveVT institutional goals are:

- institutionalizing structures to promote sustainable transformation;
- increasing faculty, staff, and student diversity;
- ensuring a welcoming, affirming, safe, and accessible campus climate; and,
- advancing the academic, research, teaching, and service mission through inclusive excellence.

SUSTAINABILITY
Virginia Tech serves as a model community for a sustainable society. Sustainability is an integral part of the fabric of the university as it pursues enhanced economic stability and affordability, diversity and inclusion, environmental stewardship, expansion of knowledge, and education of future leaders. Virginia Tech strives to be a leader in campus sustainability and was recently ranked No. 12 among The Princeton Review’s top “Green Colleges” for 2019. The pursuit of sustainability is achieved through Virginia Tech’s administration; physical environment and operations; student life and experience; campus culture and behavior; and academic learning, discovery, and engagement. The Sustainability Office and the university’s Climate Action Commitment guide this pursuit.

MAIN CAMPUS LOCATION AND LOCAL CULTURE

Situated on a plateau between the Blue Ridge and Allegheny mountains, Blacksburg is continually ranked as one of the best places in the United States to live and for small business and careers. Home to about 42,600 residents and ample attractions, it is a town that perpetually earns its good reputation. With abundant leisure activities, a reasonable cost of living, safety, moderate climate, and award-winning services, Blacksburg is known nationwide as a well-managed, forward-looking community.

Founded in 1798, Blacksburg is rich in history and offers a vibrant culture. Resting in Montgomery County, Blacksburg has a delightful downtown, paved with wide red-brick sidewalks and lined with Victorian streetlamps and park benches. Unique stores, art galleries, and eclectic restaurants are ready for exploration.

Outside magazine named Blacksburg as one of the top 10 places to live in the country because of its proximity to some of the best hiking, camping, rafting, golfing, climbing, and caving in the region. Venture Out is Virginia Tech’s outdoor recreation program. From the Appalachian Trail to the Washington-Jefferson National Forest, Blacksburg has much to offer.

Blacksburg at a glance:

- **Safe:** The nationally accredited Virginia Tech Police Department operates 24 hours a day and provides full police service to the university community.
- **Welcoming:** Blacksburg residents gave the highest ratings to their town’s appearance, openness, and acceptance, as well as its many cultural opportunities, safety, and low crime rate in the National Citizens Survey.
- **Connected:** Award-winning Blacksburg Transit provides town-wide public transportation at a reasonable cost and a game-day shuttle for football and basketball games.
- **Wired:** As a high-tech, professional environment, Blacksburg is one of the most “wired” communities in America.

CAMPUS AND FACILITIES

With 250,000 living alumni and students who have come to Tech from every state and more than 100 countries, Virginia Tech is rooted in many places.

**Blacksburg**

Virginia Tech’s main campus in Blacksburg has 2,600 acres, 213 buildings, an airport, Lane Stadium, Cassell Coliseum, the Moss Arts Center, an adjacent research park, and a 1,800-
acre agriculture research farm. As the university meets the global demands of the future, the Blacksburg campus is constantly adapting to fulfill learning and research needs. See a list of all buildings on Virginia Tech’s Blacksburg campus.

Roanoke
The New River and Roanoke valleys are linked more tightly than ever thanks to collaborations among Virginia Tech, Carilion Clinic, and other partners. Roanoke is the home to the university’s ninth college, the Virginia Tech Carilion School of Medicine and the adjoining Fralin Biomedical Research Institute at VTC. Both are part of the VTC Health Sciences and Technology Campus in the Roanoke Innovation Corridor. The city is also home to Virginia Tech Roanoke Center, the Virginia Tech Center for Organizational and Technological Advancement, and the Hotel Roanoke & Conference Center, which is owned by the Virginia Tech Foundation.

Northern Virginia
With facilities, faculty, graduate degrees, and research in the region since 1969, Virginia Tech has a long history in the Washington, D.C. area. The university offers 45 graduate degree and certificate programs and has facilities in seven Northern Virginia locations. These include the Falls Church campus, the Marion duPont Scott Equine Medical Center in Leesville, the Virginia Tech Research Center – Arlington and A Research Institute in Arlington, Washington-Alexandria Architecture Center in Alexandria, the Language and Culture Institute in Fairfax, the Occoquan Watershed Monitoring Laboratory in Manassas, and the Middleburg Agricultural Research and Extension Center in Middleburg.

In June 2019, Virginia Tech officials announced plans to build the university’s Innovation Campus in Alexandria. The campus’s strategic location, on 15 acres just south of the Four Mile Run stream that separates Alexandria and Arlington, positions Virginia Tech and its future partners near the nation’s capital, diverse industries, and leading tech companies, including Amazon and its HQ2 project. The new campus will triple Virginia Tech’s footprint in Northern Virginia, where approximately 60,000 alumni live. While Amazon was the catalyst for Virginia Tech to build its campus now, business leaders in the Washington, D.C., area stress that the impact of the Innovation Campus will go far beyond meeting the campus’s goals to grow the tech-talent pipeline. The campus will include academic classrooms, incubator space for new startups and research and development, offices for industry collaboration, and convening space for alumni events. The development plans call for public open space and ground-floor retail, knitting the campus into the fabric of Alexandria.

Across the Commonwealth, Virginia Tech also has facilities in and offers courses to residents of Abingdon, Richmond, Virginia Beach, and Newport News, where construction is underway on Tech Center Research Park, a fusion of the best of today’s research parks and innovation districts.

Switzerland
The Steger Center for International Scholarship in Riva San Vitale is home to several study abroad programs for students.

For more information about Virginia Tech, please visit www.vt.edu.