



Executive Vice President and Chief Business Officer

March 2022



POSITION SPECIFICATION

Position	Executive Vice President and Chief Business Officer
Company	Virginia Tech
Location	Blacksburg, VA
Reporting Relationship	President Timothy Sands
Website	https://vt.edu/

THE POSITION

The Executive Vice President and Chief Business Officer is a critical leadership role with responsibility for ensuring the institution has the infrastructure essential to the realization of Virginia Tech's goals in teaching, learning, and research. Reporting to the President, the executive vice president and chief business officer is the university's chief business, administrative, and operations officer. The executive vice president and chief business officer is responsible for the financial, administrative, physical, technological, and operational infrastructure of the university and leads these areas in support of its teaching, research, and outreach missions. The executive vice president and chief business officer partners with the president, executive vice president and provost, the President's Cabinet, and other university leaders to advance the university's priorities. It is critical that the executive vice president and chief business officer builds and maintains strong alliances with both academic and administrative colleagues.

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 largest and most comprehensive public university, a leading research institution, and one of the nation's senior military colleges. With more than 2,070 instructional faculty, Virginia Tech offers more than 280 undergraduate and graduate degree programs to more than 37,000 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 12th 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 \$556 million. Its operating budget for 2021-22 is \$1.74 billion and its endowment is approximately \$1.33 billion. The university offers more than 110 bachelor's degree programs and over 170 Masters and Doctoral degree programs within its nine undergraduate and graduate academic colleges: Agriculture and Life Sciences, Architecture and Urban Studies, Engineering, Liberal Arts and Human Sciences, Natural Resources and Environment, Pamplin College of Business, Science, Virginia-Maryland College of Veterinary Medicine, and the Virginia Tech Carilion School of Medicine in Roanoke.



CAMPUSES 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 an 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.

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, students, 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 multiple undergraduate programs in 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 Advanced 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, 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.



STRATEGIC PLANNING AND STRATEGIC CHANGES

The university's strategic plan, *The Virginia Tech Difference: Advancing Beyond Boundaries*, was developed 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 four community-identified strategic priorities include:

Advance Regional, National, and Global Impact

Virginia Tech will be globally recognized for its research strengths, world-class faculty, and ability to integrate its learning, discovery, and engagement missions as a comprehensive research land-grant university. Virginia Tech will prepare graduates to contribute and lead in a complex world by offering person-centered and purpose-driven student experiences designed to educate the whole person. Virginia Tech's impact will be regional, national, and global.

Elevate the *Ut Prosim* (That I May Serve) Difference

The *Ut Prosim* (That I May Serve) Difference, a foundational differentiator for Virginia Tech, recognizes the integral connection with Virginia Tech's land-grant responsibility of access and opportunity and its mission of service to humanity. Consistent with InclusiveVT, the institutional and individual commitment to *Ut Prosim* (That I May Serve) in the spirit of community, diversity, and excellence, Virginia Tech will build and support communities of discovery where global citizens engage with different ideas, beliefs, perspectives, experiences, identities, backgrounds, and cultures.

Be a Destination for Talent

Virginia Tech will attract bold and dynamic faculty, staff, and students to a diverse and inclusive community to be a force for positive change. Virginia Tech will support the well-being and quality of life of students, staff, and faculty. Alumni and local communities will recognize Virginia Tech as a lifelong learning destination. Virginia Tech will invest, empower, support, and value a workforce that will champion our vision for the future.

Ensure Institutional Excellence

Virginia Tech will, through continuous strategic planning, create opportunities to solicit and explore innovative ideas, inform resource allocation, and engage the university's system of shared governance. Virginia Tech will also optimize efficiency and effectiveness of administrative functions to ensure alignment of personnel, physical campus, and fiscal resources and processes in support of strategic goals.

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 primary goal to raise \$1.5 billion to fuel excellence across all university programs and drive forward major



strategic priorities. Embedded within that goal is the secondary goal of engaging 100,000 alumni in meaningful ways over the course of the campaign, projected to run through 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 more than 2,000 instructional faculty members (both full and part-time), of whom 75 percent are tenured or tenure-track. 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.

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 and 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.

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.

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.

EVP&CBO KEY RESPONSIBILITIES

- Serve as strategic advisor to the president on administrative, business and operational matters and partners with the president and executive vice president and provost to advance the university's mission of instruction, research and service.
- Provide executive, strategic leadership for many of the administrative, business and operational enterprises of the university.
- Ensure the university has the physical and technological infrastructure to support a vibrant living, learning, and working community.
- Deepen efforts to strengthen professional development and recruitment and retention of diverse, talent.
- Advance effective use of university resources and partner with campus stakeholders and senior leaders to generate new resources.
- Lead the continual assessment and enhancement of university administrative support functions
- Partner with internal and external stakeholders to advance university special initiatives, including Innovation Campus and Virginia Tech-Carilion partnerships.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The ideal candidate will be an accomplished business, administrative and operations leader with notable executive experience in the private, public, and/or nonprofit sectors. S/he will have had positive, sustained impact in complex environments, where collaboration and influence management were critical to success. Qualified candidates will possess an understanding of and appreciation for a university academic environment and value shared governance and the roles and relationships of faculty, staff and students. In addition, the ideal candidate will have a track record that includes:

Ideal Experience

- Working effectively as part of a senior leadership team characterized by trust, open communication, and shared goals.
- Optimizing enterprise performance on multiple dimensions including mission, values, and resource management.
- Leading large-scale operational transformation.
- Driving strategic resource planning and budgeting, operations, and risk management and developing decision support analytics and systems to support these activities.
- Bringing diverse constituencies together and driving towards unifying solutions.
- Recruiting, motivating, developing, and retaining a high-performance, diverse workforce.



- Building diversity and instilling values related to equity and inclusion.
- Setting the tone at the top for institutional integrity, transparency, and openness.
- Working successfully with people holding different perspectives within layered governance structures.
- Building relationships at all levels of an organization.
- An understanding of university finances and the ability and desire to effectively communicate with internal and external stakeholders.

Other Personal Characteristics

- Highly strategic and creative thinker with the ability to ensure effective implementation
- Strong service-orientation
- Exceptional listening and astute political skills
- Excellent communication skills, both written and verbal
- Mature individual with good judgment
- Collaborative, flexible, adaptable and patient
- Well-organized planner with strong analytical skills
- Confident yet humble
- Unquestioned ethics and integrity
- High energy and drive

KEY COMPETENCIES

Leadership and Knowledge

Understands all parts of the organization and their interdependencies, and uses that knowledge to influence strategy and make decisions. Ensures the administrative support units are aligned with the goals and objectives of the University. Considers cross-functional, cross-divisional, and/or university-wide factors when managing the group/function. Sponsors the use of common university-wide processes and practices (i.e., best practices). Understands and keeps in mind the financial implication of all decisions and actions.

Setting Strategy

Leads development of the administrative organization's strategic vision, translating it into both short- and long-term plans. Creates effective strategies and business plans to focus the administrative support units on the key university-wide priorities. Considers long-term consequences and implications of actions and decisions for the organization. Provides strategic direction by assessing and managing the risks and opportunities associated with industry trends.

Executing for Results

Sponsors continuous improvement programs, recognizing opportunities to simplify organizational processes and create efficiencies. Anticipates and ensures appropriate resources and structures are in place to support short- and long-term University goals. Creates and/or uses effective metrics to support fact-based opinions and drive results. Manages change effectively, bringing on board all relevant constituencies. Ensures Virginia Tech's needs are represented during the budgetary and legislative processes.

Leading Teams

Ensures current and future organizational talent needs are met by leading in recruiting, hiring, developing, coaching, and mentoring others. Creates a high-performance culture by planning, instructing, monitoring, guiding, and evaluating others' job performance and by ensuring that



others do so. Motivates teams by actively rewarding and recognizing their efforts. Promotes diversity.

Building Relationships and Using Influence

Builds effective relationships vertically inside the organization and horizontally across the entire academy. Effectively relates to others by collaborating and cooperating even with those holding divergent and/or opposing views and goals. Listens effectively. Exhibits respect to people from all backgrounds and organization levels, by seeking and including different thinking styles, cultures, and backgrounds.

EDUCATION

An advanced degree is required.

COMPENSATION

Compensation will be commensurate with experience and will include a competitive salary and benefits.

PROCEDURE FOR CANDIDACY

Applications should include a detailed curriculum vitae and a letter of interest highlighting the applicant's personal vision and relevant leadership experience and will be reviewed immediately. To ensure full consideration, inquiries, nominations and applications should be submitted electronically in confidence, by May 23, 2022, to Vtech-evp@KornFerry.com

KORN FERRY CONTACTS

Paul Chou

Senior Client Partner & Co-Managing Director

610-457-1066

Paul.Chou@kornferry.com

Lindsay Conklin

Project Coordinator

484-844-5429

Lindsay.Conklin@kornferry.com

Greg Cary

Senior Associate

518-396-9949

Greg.Cary@kornferry.com

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.