



PCLE NEWS

PAMPLIN COMMUNITY FOR LEADERSHIP & ENGAGEMENT

January 2022

Hello everyone, this edition of the Pamplin news offers a recap of the December quarterly Zoom meeting of the PCLE. The PCLE News has been curated to provide an overview of the meeting for those who were not able to attend in person and also provide a means to share the content of our meeting with individual board members. A key objective of the PCLE is to create a more informed and engaged community of all Pamplin advisory boards. That objective can only be achieved if the content of PCLE meetings is shared with all constituents.

WELCOME AND INTRODUCTION OF NEW MEMBERS

JIM HATCH, PCLE CHAIR

The Chair welcomed PCLE members in attendance, as well as special guests. Participating in the PCLE for the first time were two new PCLE members: Michael Callihan, representing the Business Leadership Center Advisory Board, the latest Pamplin department, program or center to be represented on the PCLE and Kendley Davenport, the new Chair of the Hospitality and Tourism Management Advisory Board. The addition of the Business Leadership Center brings the total number of advisory boards represented on the PCLE to 17.

The Chair then introduced the first speaker, Robert T. Sumichrast, Dean of the Pamplin College of Business.

DEAN ROBERT T. SUMICHRAST

Dean Sumichrast began his remarks with an optimistic tone by stating that in one word the overall health of Pamplin was excellent. Applications for undergraduate admission were up over 40% this year and Pamplin enrollment grew by 8% over the prior year. Since total enrollment at Virginia Tech is capped for the time being, some colleges have experienced a decline in enrollment.

There is continuing emphasis on growing the number of students enrolled in undergraduate and graduate programs in Northern Virginia. A separate graduation ceremony for Northern Virginia students was held this month in conjunction with University commencement.

Continuing its path toward innovation, Pamplin received approval from the Board of Visitors to establish four new majors; Commercial and Residential Real Estate and majors in Financial Planning and FinTech in the Finance Department. The College continues to shift from how faculty teach to how students learn with particular emphasis on experiential learning. In fact, Virginia Tech has chosen experiential learning as its key area of emphasis as required by its ongoing accreditation process. Pamplin has existing successful experiential learning opportunities in Prism, the student run marketing program, the Apex Center for Entrepreneurs and the SEED and BASIS stock and bond investment student groups in the Finance Department. Experiential learning has been an important part of Pamplin education and will increasingly be so in Pamplin and across the University. It is one of the reasons Pamplin graduates are so successful.

The Dean commented that Pamplin serves as an alumni engagement model for the University, reaching the highest level, 24% of all colleges at Virginia Tech. He noted that the PCLE has encouraged greater alumni engagement through the sharing of best practices. More alumni than ever have been engaged in speaking to classes and fostering a culture of philanthropy.

On the subject of faculty, Pamplin currently has the best faculty it has ever had. The reputation of Pamplin has been enhanced by faculty research success. The Dean indicated that faculty research should have an impact on students. Citations for faculty journal publications have tripled. Staff additions have provided added support for faculty and students, with the addition of academic advisors being an excellent example.

In summary, in a lot of ways Pamplin is changing for the better.

The Dean received a question about how business partnerships can be strengthened to support experiential learning. Some business partnership opportunities are imbedded in courses, while others occur through intern opportunities; 94% of students have such experiences before graduation. Alumni can help by encouraging their companies to hire Pamplin graduates or offer internship opportunities. A specific experiential learning opportunity involves an important business partnership is Credit Corp. With Credit Corp, students can buy a piece of a bank's commercial loan portfolio. Students conduct due diligence and provide the bank with input about whether a certain loan was a good loan to make. There are many ways that alumni can have their companies evaluate and give advice and provide opportunities.

Another question was about whether there are opportunities to work with other universities and how advisory board members might support that. The Dean responded by noting that Virginia Tech has always been a collaborative institution. A good example of that is the Commonwealth Cyber Initiative (CCI), where Virginia Tech is working with other universities to expand the tech talent pool and pipeline. Additionally, there is a big opportunity to collaborate with community colleges to try to control or reduce the cost of education. Recently an agreement was signed with Northern Virginia Community College to collaborate with Pamplin's BIT cyber security program designed to expand undergraduate education in Northern Virginia and at Virginia Tech. Under this program students complete two years of undergraduate education at the community college at a much lower cost per credit hour and then have a defined path to complete their degree at Virginia Tech.

YOUNG ALUMNI PROJECT
PCLE Member Negar Jamshidimehr

Negar, together with PCLE members Michael Vitak representing the Prism Advisory Council (PRAAC) and Blair Fiala, representing the Recent Alumni Board have been working on a model to address several issues regarding our young or recent alumni boards and their board members.

The evolving model would address the issue of new graduates having to wait two years to become eligible for board membership. Eliminating the two year requirement would enable recent or emerging leader boards to recruit former students who have recently graduated as they can add tremendous value and assist in serving Pamplin's departments, programs and centers. A goal would be to eliminate gaps that would make it harder to get alumni to become engaged later on. For example, recent grads could be very comfortable establishing a mentor relationship with current students and they would have a fresh perspective on recent changes in the curriculum. . Negar is working with ACIS to establish a student mentoring program.

Another option would be to set up an internship for prospective new board members where they get an opportunity to experience subcommittee functions and see how they might contribute prior to their potentially being invited to board membership. This approach has been implemented by the Recent Alumni Board(RAB). The RAB has created a handbook describing opportunities to become engaged.

Another issue being addressed is recent and emerging leader board members who are "aging out" from their current board membership. Young alumni boards typically consider their members no longer eligible for membership after 10 years post graduation. At the same time there is no common bridge for them to

transition to established senior boards. Negar and her team are developing model bylaws that boards might consider adopting, at their discretion, following best practices.

BUSINESS LEADERSHIP CENTER (BLC)

Kim Carlson, Director

Michael Callihan, Advisory Board Chair

The Chair introduced Kim Carlson, Associate Professor of Practice in the Management Department and Director of the BLC and Michael Callihan, BLC Advisory Board Chair. Michael is the President of Aegis.NET, a Rockville, MD based company that does independent testing and helping organizations with the interoperability of electronic health records. The BLC recently joined the PCLE as its most recent advisory board member.

Michael and Kim stated that the BLC may be Pamplin's best kept secret, as it is not broadly known, but has existed for more than 20 years. Presenting to the PCLE today affords Kim and Michael an opportunity to conduct some missionary marketing.

Kim began by talking about the scope and mission of the BLC saying that it is aligned with experiential learning, its primary mission. The main focus is at the undergraduate level, however the BLC does get requests to conduct workshops for graduate programs and faculty. Everything that the BLC does focuses on the organization level down to the team level.

Kim presented what she described as a two layered approach, highlighting six organizational concepts that should be considered in order to have an effective organization. These concepts are:

- Ways of Knowing (personal level)
- Environment

- Learning and Change
- Social structure
- Technology, physical structure
- Culture

The second layer represents leadership competencies; what leaders need to know in order to help the organization be effective. These competencies are:

- Holistic thinking
- Ethical reasoning
- Critical analysis
- Strategic thinking
- Creativity and innovation
- Interpersonal relations

BLC academic programs include a Pathways minor in Organizational Leadership, an 18 credit hour academic program focused on organizational leadership. The minor includes 9 hours of management courses, 6 elective hours and 3 hours of experiential activity. The Pathways minor is open to students from any major across the university and is customizable to meet individual needs.

The second academic program is the Pamplin Leadership Academy (PLA), a relatively new program modeled after an executive leadership certificate. The PLA provides leadership training, professional advising, networking and community engagement. The PLA conducts 6 monthly seminars and a service learning project. Students take what they are learning in the workshops and apply it in collaboration with an outside organization. For the past two years students in the Academy have helped entrepreneurs in the Bahamas to pitch their ideas for crowdfunding. Upon completion of the program students earn a certificate.

The BLC also participates in VT Ethics Week, a co-marketing program across campus involving different departments and colleges which create their own event and conduct ethics case competitions to highlight ethical reasoning.

All activities have an experiential component. The BLC has a student group, the Pamplin Leadership Development Team who conduct an annual leadership conference and offer a menu of workshops that they offer to other student groups.

Other BLC activities include an annual study abroad in the Dominican Republic where a project is conducted with a local non-profit called Project Esperanza, which was started by a Hokie alum. Other service learning projects include, for example, working with the VT Office of Sustainability with their green RFP Program for a sustainability project.

Michael Callihan began speaking about the BLC Advisory Board, which has been in existence only about three years. The BLC recognizes the importance of involving external stakeholders from appropriate fields, (including business and industry, government, education and others), in the development, delivery and promotion of its leadership development programs. Board members are expected to be advocates and ambassadors for BLC programs. Board members are asked to spread the news about the BLC and help make connections that can be relevant for the BLC for it is important for the students it is trying to serve. Board members are asked to be participants in BLC events and be a promoter and a voice that the BLC itself cannot be.

The BLC Advisory Board, currently has seven members, but desires to grow, adding members with expertise in areas where the BLC can show leadership such as sustainability efforts in business, knowledge in data analytics, especially human capital analytics, knowledge about future trends, such as AI, advanced communications, advanced manufacturing and how to lead organizations that are doing those things.

A second area of board support comes in supporting the Director in implementing her 5 year strategic plan and marketing efforts. In addition to sustainability efforts, fundraising and supporting academic efforts as requested are board initiatives. Board members have also served as guest lecturers in the Capstone program.

Michael concluded by saying that the BLC is happy to be included as part of the PCLE community that can help the BLC and to which the BLC may contribute. It

is looking for help in plugging into the programming and offerings that will come with GBAC. The BLC and its board want to know how it can contribute to the PCLE's body of knowledge for advice in areas like fundraising, growing a diverse board, etc.

PAC DEVELOPMENT COMMITTEE

Brian Cook, Chair

Gary Cole, Vice Chair

Marise Robbins-Forbes, Pamplin Director of Development

Brian Cook, Chair of the PAC Development Committee opened the presentation by highlighting the committee's primary mission: to help build a culture of philanthropy among Pamplin with the goal of supporting Pamplin's growth and continuing to improve the quality of education. The PCLE survey on philanthropy conducted about a year ago, indicated that there was a desire among advisory boards to learn more about best practices in development and how Pamplin Development might better support each development, program or center focused on the annual Giving Day at Virginia Tech.

Marise talked about Giving Day in more detail. During Giving Day in 2021 Pamplin alumni and friends pledged \$1.6 million, the most of any college. For the University, there were over 12,000 unique donors, including over 900 gifts from students. The primary goal of Giving Day is broadening the base of engagement across all colleges. Pamplin is setting up a structure to benefit all departments, programs and centers.

In 2021 Pamplin had almost 1,700 unique donors, the primary metric used to measure success. For Giving Day 2022, which will be held on February 23-24, the goal will be 2,100 unique donors. Pamplin Development wants to open a dialog and create toolkits and resources to support all boards.

Gary Cole, Development Committee Vice Chair addressed the concept of building a culture of philanthropy. Currently, fewer than half of all 600 advisory board members make an annual gift to Pamplin. There is an opportunity to better engage the advisory board community to directly improve support for all departments, programs and centers. If we could close the gap in advisory board giving, it would substantially close the gap between 2021 unique donors (1,700) and the 2022 goal of 2,100. The Development Committee would like to provide information through the PCLE to advisory boards to help them understand the incentives and initiatives that will benefit all departments, programs and centers specifically.

Finally, Gary talked about the Giving Day Leaderboard, which was initiated last year for the first time at \$10,000. The Leaderboard pits one department, program or center against another in a friendly competition, awarding cash prizes to the most successful participant groups during Giving Day. This year the Leaderboard is now \$100,000 compared to the \$10,000 last year.

Gary was asked about the goal and he responded by saying that the goal is mostly about net new donors, getting new donors regardless of the amounts. There are large donors to athletics, but not everyone knows that those dollars don't benefit Pamplin. The Development Committee would like for donors to get in the habit of giving back to their college. There are 18 different Pamplin funds available for specific designation during Giving Day. Donors may give to more than one area, within or outside Pamplin. The fundamental premise behind Giving Day is to get people in the habit of giving. As Gary put it, building "muscle memory" around giving. Marise noted that major donors typically come from those who have a history of annual giving.

OTHER NEWS

The next meeting of the PCLE will be held in March on a date to be determined.

If you have suggestions about subject matter that you would like to hear about, please let me know.

Two potential new projects for the PCLE are: 1) building a Diversity, Equity, Inclusion and Belonging (DEIB) model for advisory boards to have available, should they desire to join in supporting Pamplin's DEIB Strategic Initiative led by Assistant Dean for DEIB, Janice Branch Hall and the PAC DEIB Task Force and 2) possible supporting an initiative to expand student advisory boards, an idea under consideration by the PAC Student Experience Committee.

Thank you for your support and continued engagement.

Jim Hatch, Chair
PCLE