FROM 2020 TO 2030

A DECADE OF
RENEWAL &
INNOVATION

UVA WISE

UNIVERSITY *of* VIRGINIA'S COLLEGE *at* WISE

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AN EYE TO THE FUTURE

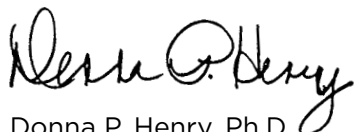## A FOREWORD FROM CHANCELLOR DONNA P. HENRY

Greetings,

Like so many of our peers, UVA Wise has arrived at the proverbial fork in the road. How do we both retain the enduring characteristics of the traditional liberal arts institution and uplift it to meet the rapidly changing realities of today and tomorrow? In the pages ahead, you will see that we have embarked on this very quest: *We reimagine the college experience for the 21st century and for students to whom a college education may seem like an unattainable goal.*

Through this strategic planning process, our College has designed an academic experience featuring the classical underpinnings of a liberal arts education—e.g. debate, public discourse, and enlightenment—one that wrestles with age-old questions as well as current-day dilemmas, including civic life and democracy in the social media era; post-pandemic recovery and renewal; and the intersection of economic renewal and environmental stewardship.

In addition to embracing the traditional liberal arts, the College at Wise puts forward a bold new vision. We pledge to design a curriculum that intentionally develops professional competencies in technology and research, for instance, and hones soft skills in communication and critical thinking. We define an experience that prepares graduates for their first career, or graduate school, and second and third careers—even for their golden years of retirement. We seek to empower graduates for the world they live in today and for the world they will inherit and shape in 25, 50, or, perhaps, 75 years. UVA Wise is your college for your lifetime.

Each of us serves as an indispensable part of this vision and this community ecosystem. We represent interdependent actors creating a mutually beneficial environment for growth and learning for all. Everyone's success matters at UVA Wise: that of our students, alumni, colleagues, and members of the community, both near and far. If the pandemic has taught us anything, it is the importance of connectedness, resilience, and agility. We are partners on this new journey, and I look forward to what we will accomplish TOGETHER.

Best regards,

Donna P. Henry, Ph.D.
Chancellor
University of Virginia's College at Wise

MISSION & VALUES

Contemporary Mission and Values Statements were developed in fall 2020 by the Strategic Planning Steering Committee, a large group composed of faculty, staff, senior administrators, students, and a College Board representative. The committee sought input from a range of stakeholders—faculty, staff, students, alumni, and community partners—to understand shared ideas about the mission of UVA Wise, as well as a vision for the future.

MISSION

Through excellence in teaching, personalized attention, and a commitment to individual growth, The University of Virginia's College at Wise prepares students to be engaged citizens. Drawing upon its foundation as a public liberal arts institution in the Appalachian region of Virginia, the College strives to build a diverse community of learners with the drive to serve and lead in their communities, the nation, and the world.

VALUES

Public Liberal Arts Identity

We embrace our identity as a public liberal arts institution. We are inspired by the world of ideas and a diversity of perspectives. We encourage all members of our community to seek understanding beyond the boundaries of their current knowledge, to deepen understanding through critical reflection and analysis, and to share understanding through clear and persuasive communication.

Affordability & Accessibility

We believe in the transformative power of higher education for all individuals. We prioritize affordable access to an excellent, inclusive, and comprehensive college experience. We are committed to degrees that open doors to a range of careers, create economic and social mobility, forge a path to global citizenship, and serve as a conduit for a fulfilled life.

Commitment to the Individual

We value the unique contributions of all members of our community, who represent diverse populations and rich cultural heritages. We are committed to creating a culture of listening that opens minds to new perspectives and fosters the habit of reflection that deepens self-awareness. Through our actions, we seek to be engaged citizens who work for positive impact in our community.

Engagement with the Community

We respect the history and culture of our home in the heart of the Appalachian Mountains of Virginia. We aspire, through teaching and scholarship, to deepen our understanding of the unique characteristics of the region and to apply and share that knowledge broadly. We partner with organizations and individuals to develop strategies for health and wellness, economic growth, job opportunity, and community vitality through the arts, education, culture, sports, and recreation. We are committed to stewardship of the community's resources and trust.

The UVA Wise College Board endorsed the mission statement on November 6, 2020 and the University of Virginia's Board of Visitors followed with an endorsement on December 11, 2020. Currently, our mission statement is under review by the State Council of Higher Education for Virginia (SCHEV). The Commonwealth of Virginia General Assembly will have final approval.

HOW DID WE GET HERE?

In February 2020, Chancellor Henry charged a broad committee with charting the path forward for UVA Wise through their work with this Strategic Plan. Chaired by Trisha Folds-Bennett, Provost and Vice Chancellor for Academic Affairs, and Mark Clark, Kenneth Asbury Professor of History, the Steering Committee included individuals from more than a dozen departments at the College.

Now, the work of the new Strategic Plan is powerfully impacting work across campus, building momentum that touches each individual on campus. Ongoing and new committees and working groups carrying this work forward include, but are not limited to, the:

» Liberal Arts Core Committee

» Strategic Enrollment Management and Retention Committee

» Wise and Ready Career Discovery and Planning Committee

» Vibrant Communities Committee

» Committee on Diversity, Equity, and Inclusion

» Tech Talent Initiative

» **Working Groups on:**
   » Student Retention and Success
   » First and Second Year Communities
   » Faculty and Staff Recruitment and Retention
   » High Impact Practices and Experiential Learning

This list is not exhaustive, but reflects the significant breadth and depth of progress now happening.

STRATEGIC
PILLARS

Our plan is built around five strategic pillars that will help the College strengthen its core curriculum; align mission, demand, and regional need; invest in faculty and staff recruitment and retention; attract, engage, and retain students; and update systems, policies, and processes at UVA Wise. Ten pivotal projects, which represent some of the ways through which we will achieve our goals, bring together the key objectives of the pillars, and create an integrated approach to the manner in which the College will grow to serve its many vital constituents.

STRATEGIC PILLARS
1

RE-IMAGINE OUR CORE REQUIREMENTS

One of our primary goals is to equip students with the critical thinking skills necessary to understand the complex nature of knowledge and how to integrate diverse and distinct perspectives in a global context. They should be able to translate theory into practice and possess the communication and leadership skills necessary to navigate, with positive impact, the challenges of professional and community life. We want to encourage a deeper self-awareness in our students so that they respond to others with empathy, justice, and concern for their welfare.

We believe that a well-articulated and cohesive liberal arts curriculum will address these expressed goals, will boost retention of our students, and will ensure that a higher percentage of our students complete their degrees, fully prepared to tackle post-baccalaureate study, to launch their careers, and to have impact in their communities.

To achieve these goals, we will:

Restructure our Liberal Arts Core curriculum so that it is competency-based rather than course-based. Our plan is to propose a curriculum that is grounded in foundational courses that equip students with writing, communication, and quantitative skills that prepare them to explore big and enduring ideas, develop essential research and evidence-based reasoning skills, and accomplish integrative learning through a series of interdisciplinary seminars. This shared intellectual experience, regardless of declared major or long-term goals, will provide our students with the adaptability to respond to changing circumstances in the world around them and the transferable skills necessary to achieve their life goals.

Integrate experiential learning and professional development into the curricular and co-curricular experience. Beginning with a required first-year seminar during which we introduce students to the resources, the people, and the tools essential to their learning and holistic development, we will systematically equip them for deep engagement and success. As part of the first-year seminar and with the resources of our Innovate2Elevate iPad initiative, students will create a digital portfolio. This portfolio will feature essential professional tools (e.g., a resume and a self-narration/cover letter) as a means of capturing signature pieces that reflect their core competencies and values. In addition, during their time at UVA

We want to encourage a deeper self-awareness in our students so that they respond to others with empathy, justice, and concern for their welfare.

Wise, all students will participate in at least one community-based experience, at least one experiential learning program (an internship, a research project, or global engagement), and a culminating experience that encourages integration of learning across time, setting, and disciplinary perspective (via a seminar, capstone, or project). The essential skills (interpersonal, communication, time and project management, and collaboration) for effective professional and community engagement will be interwoven throughout the student's UVA Wise experience.

Intentionally prepare students for leadership and success. By ensuring their experience at UVA Wise is integrated and cohesive at all levels and through all programs, we will thoroughly equip students for their future goals. The College will analyze the organizational structure which provides co-curricular and extra-curricular programs and experiences to ensure efficacy and efficiency of all academic and student support programs and services in order to ignite the passions and realize the potential of our students.

Create guided pathways through intentional advising and four-year academic plans. Using the digital portfolios and other technological tools introduced in the freshman seminar, we will work with individual students, focusing on their unique circumstances (e.g., student athletes, honors students, first-generation students, transfer students, working adults) to develop a comprehensive plan that maps out core and major requirements, experiential learning goals, and professional development opportunities and essentials. These plans and the supporting technology will be used by advisors and mentors as they provide critical guidance to students during their time at UVA Wise and beyond.

Re-vamp our academic calendar to include either a January term ("Jan-Term") or May term ("Maymester"). Using a data-informed approach and by drawing on the best practices of peer institutions, we will consider a structure for the academic calendar that best fits the needs of our students and their families. In particular, we believe that the addition of either a Jan-Term or Maymester will create unique and exciting opportunities for experiential learning. Other considerations include an extended summer session or a quarter-based academic calendar.

STRATEGIC
PILLARS
2

ALIGN PROGRAM PORTFOLIO WITH INSTITUTIONAL MISSION, STUDENT DEMAND, AND REGIONAL NEED

As the educational leader in Southwest Virginia, UVA Wise prepares students to be successful in their journey beyond our campus and, in the process, enables them to be productive citizen-leaders regardless of their chosen professions or careers. As such, UVA Wise will create a methodology that calibrates the extent to which our portfolio of programmatic offerings aligns with student interest and addresses employment needs within the broader region. Preparing students for a life of public service through curricular, co-curricular, and extra-curricular programs that are mission-driven, resourced for excellence, and structured for efficiency, we will embark on a collaborative and consultative self-study in the 2021-22 academic year that establishes the methodology for an annual program review process.

To achieve these goals, we will:

Evaluate our program portfolio. Through an annual data-driven approach which analyzes enrollment trends over time, cost, workload, and broader impact while ensuring course management plans and guidelines are in place and fully executed, we will perform a regular analysis of the extent to which programs are delivering on established goals. We will design data dashboards to facilitate real-time use of data in decision making about degree programs and associated recruitment plans, as well as timelines supporting the priority needs of academic programs. The resource needs of existing and new programs will be identified and prioritized, and plans will be developed to address these needs.

By regularly analyzing existing data, as well as regional and state-level demand for specific employer needs, we will keep our programs aligned with our recruitment, retention, and graduation goals.

Ensure our program portfolio anticipates student interest and employer demand. By regularly analyzing existing data, as well as regional and state-level demand for specific employer needs, we will keep our programs aligned with our recruitment, retention, and graduation goals. Utilizing the analyses to inform ongoing strategic decisions as it relates to opportunities for program expansions along with the identification of new student populations, UVA Wise will also stay informed of opportunities for new partnerships in support of experiential learning and post-graduate job opportunities.

Explore the addition of masters-level programs and online degree programs to increase access to ongoing professional and educational development needs for the region's citizens. Using data-informed analyses, we will identify opportunities to broaden UVA Wise's reach into graduate education and will explore effective ways to increase remote learning access as well.

Leverage the unique assets and expertise of UVA to support the strategic plans for the College at Wise. By co-creating a plan for program-based collaboration, jointly led initiatives, and shared resources, we will realize collective impact through meaningful partnerships with various departments and divisions at UVA.

STRATEGIC PILLARS 3

INVEST IN FACULTY AND STAFF RECRUITMENT AND DEVELOPMENT TO ACHIEVE ENHANCED DIVERSITY, COLLABORATION, AND SATISFACTION

Attracting, supporting, and retaining a diverse and talented team of faculty and staff who are dedicated to the educational mission of UVA Wise is essential. We aim for a campus culture wherein all employees—full-time or part-time, professor, counselor, coach, public safety officer, administrator, director, mentor, advisor, assistant, housekeeper, landscaping crew member, or facilities manager—know they are valued and believe they are important members of the team that nurtures the growth of our students. We realize that retaining a quality team requires investment in their preparation and training, as well as the acknowledgment that their needs extend beyond the boundaries of our campus. Therefore, we will strengthen our habit of listening and seeking to understand how we might fully support the needs and address the concerns of our faculty and staff.

To achieve these goals, we will:

Embed diversity and inclusion in the faculty and staff recruitment and retention plan. Recognizing that inclusive excellence is an ongoing, collaborative process uniting students, faculty, staff, and alumni, we will use our Diversity, Equity, and Inclusion strategic plan, developed in 2020-21, as the foundation for creating an intentional process that incorporates goals for diversity into the hiring plan.

Establish a Center for Educational Excellence & Innovation. The Center will provide the infrastructure to support training and professional development of faculty and staff and fully equip them to deliver the educational mission of UVA Wise. The Center for Educational Excellence and Innovation will be led by a team of faculty and staff trained in designing and developing instructional programming based on the needs of our College and professional development based on the needs of our employees.

In addition, a branch of the Center will target the professional development of our students who are interested in pursuing any campus leadership opportunities (e.g. peer mentors, resident assistants, expedition leaders, or Student Government Association, Honor Court, Student Conduct Board leadership, etc.) or that are otherwise choosing to expand their leadership knowledge for educational or career enhancement.

We aim for a campus culture wherein ALL employees know they are valued and believe they are important members of the team that nurtures the growth of our students.

Develop an employee onboarding process and first-year mentoring program. Our goal will be to prepare each new employee with the full range of tools available to do their jobs well and with efficiency, and to provide a mentor who will steer them toward resources and provide support as they navigate the challenges of a new community.

Develop a faculty mentorship program. Aimed at fostering a collegial and trusting environment and acclimating new faculty to all facets of their responsibilities, the program will be characterized by a reciprocal process for sharing experiences among senior and junior faculty, providing formative feedback to junior faculty, and introducing senior faculty to new pedagogies and technologies.

Create a differentiated faculty workload plan. The plan will align faculty responsibilities with the faculty member's contributions, enabling us to differentiate teaching loads according to a faculty member's involvement in research with students, student mentoring and advising, and special projects. Teaching loads will be determined through evaluation of the productivity of a faculty member using a holistic approach and with the particular needs of each discipline in mind. This individualized approach will increase faculty productivity by aligning faculty strengths with the College's mission of educational excellence.

Collaborate with community leaders to create a vibrant community. Based on the belief that connecting the local community with the endless potential of our UVA Wise students, faculty, and staff will create benefits for all, a committee of UVA Wise employees, as well as community and regional leaders, established in the 2021-22 academic year, will work to inform the community and the College of ways to enhance engagement. An additional goal will be to co-create programming, projects, and other factors conducive to vibrancy in the Town of Wise and surrounding region. Our primary focus will be on establishing relationships, building on current partnerships, and identifying, with a holistic approach, what our communities envision for the future.

STRATEGIC 4 PILLARS

ATTRACT, ENGAGE, AND RETAIN STUDENTS WHO THRIVE AT UVA WISE

The very existence of UVA Wise is dependent on the successful recruitment and retention of students. Therefore, in the next decade we will aim to increase our undergraduate population of full-time students, introduce programs with flexible schedules and course modalities that meet the needs of adult learners, and establish a graduate studies division that offers opportunities for advanced degrees in the region and beyond. We will also put in place best practices for the retention and timely graduation of all students.

To achieve these goals, we will:

Develop a comprehensive, data-informed model of student recruitment for our undergraduate programs. Starting with the acknowledgment that our primary recruitment areas are Southwest Virginia and the Appalachian Region, and rural and suburban regions across Virginia, we will sharpen our admissions focus on students interested in attending an undergraduate institution in a rural setting, with a public liberal arts mission, and characterized by a highly personalized mode of student development. We will also expand our transfer and nontraditional student populations with careful attention to the programs and pathways that serve their needs.

Solidify our recruitment approach to transfer students. In particular, we will work to strengthen our partnerships with regional community colleges as together we build pipelines for students toward baccalaureate and post-baccalaureate degrees. We will continue to rely on the Transfer Virginia initiative as an important driver in this effort.

Determine a strategy to address the needs of adult learners through degree completion and certificate programs. Building on the remarkable success of our Center for Teaching Excellence, which serves provisionally licensed and licensed teachers throughout the Commonwealth, we will seek understanding of degree and certificate programs that would attract adult learners. Recognizing that non-traditional students face barriers to learning (work, family, childcare, etc.), we will work collaboratively with campus, local, and regional partners to provide the necessary supports for adult learners. These programs would be developed

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to address the need for flexibility (online programs, evening, weekend, and early morning classes) and for professional development geared toward adults who are pivoting to new careers.

Market our new graduate offerings as they emerge to ensure their viability and that they are meeting the needs of the region. We will consider 3+1 programs for students completing bachelor's degrees at UVA Wise, flexible course modality and class scheduling, and accelerated programs that include summer and weekend classes.

Develop academic bridges that address general needs and those of specific cohorts of students as they navigate the demands of academic programs and graduation requirements. We will work with academic departments to determine the areas of academic performance most in need of support either through course pathways, tutoring, or other methods of intervention. Considering various cohorts of students (e.g., athletes, pre-professional, first-generation, transfer), we will evaluate current systems of support and intervention for efficacy. Where gaps exist, we will consider new models drawn from a comparative analysis of best practices from other institutions, including the extent to which we should focus on pre-college intervention, required coursework, academic coaching and tutoring, and peer mentors to address identified needs.

Expand our scholarship portfolio to include more merit-based scholarships and need-based scholarships. With targeted populations such as honors students, athletes, Army ROTC, transfer, and graduate students in mind, we will ensure that cost is not a barrier to attendance and that scholarship packages signal our interest in providing comprehensive support for students' individual goals.

Enhance programs focused on the holistic development of students, including the development of living-learning communities, wellness programs, and leadership programs. Success is determined by a student's experience, primarily in the first year. We will work collaboratively with campus partners to define, commit to, and know and understand our students and their unique needs. From this knowledge and guided by best practices, we will establish and enhance programs and initiatives that 'connect the dots' for our students, guiding their development as both individuals and contributors to our campus community and beyond.

STRATEGIC PILLARS 5

UPDATE SYSTEMS, POLICIES, AND PROCESSES TO ENSURE SUSTAINABILITY AND EFFICIENCY

The UVA Wise Strategic Plan outlines ambitious goals and priorities that span all areas of the college. The plan's success and sustainability will hinge, in part, on our ability to establish an infrastructure that enables the college to track progress, achieve operational efficiencies, integrate workflows across all areas, and optimize resources. Our IT systems, budget and financial systems, and our policies and processes must be nimble enough to receive inputs, extract data, and provide insights, dashboards, and direction in support of all strategic goals and priorities.

To achieve these goals, we will:

Update the facilities master plan to accommodate a growing and evolving institution. As our College plans for growth and expansion, including the initiation of new graduate programs, it will be necessary to review and update the facilities master plan at regular intervals. The College will conduct a regular review of classroom utilization, residential occupancy rates, and functional quality of all spaces including indoor and outdoor spaces for living, working, and learning. This review will ensure that classrooms and other campus spaces are sufficiently utilized, maintained, and upgraded.

Routinely upgrade technology infrastructure to maintain a commitment to digital literacy. UVA Wise seeks to harness technology and the digital age to improve student success and graduates' global competitiveness. The College's commitment to digital adoption began in 2019 with a major investment to disseminate an Apple iPad, pencil, and keyboard to all students and employees, a commitment that has endured with every new cohort of students. As the College introduces graduate programs and increases undergraduate enrollments, our institutional infrastructure must expand. Additionally, the College will continually assess the performance of its information technology systems to identify strengths and address gaps in service delivery.

The UVA Wise Strategic Plan outlines ambitious goals and priorities that span all areas of the college—facilities, technology, budget, workflows, and communications.

Achieve harmony and alignment between strategic priorities and a forward-looking, multi-year budget plan. This strategic plan will result in a modified reality in our academic and operational planning. This reality will require a fresh look at the UVA Wise budget model, which for decades has focused on an undergraduate model. The new budget model will capture and incorporate new assumptions and new sources of revenue, including graduate-level tuition and fees; it will also reflect new categories of spending for personnel, instructional, and programmatic purposes.

Review and revise policies, processes, and practices to streamline and automate workflows. Each academic and operational department of the College will seek opportunities to identify manual, labor-intensive processes and convert them to sleek, automated solutions using tools and resources available at the College. Similarly, the College will create a central repository of UVA Wise policies, which will provide a link to the UVA policy directory. New strategic programming and initiatives will necessitate the development and adoption of revised policies and operating procedures.

Coordinate with UVA on the launch and adoption of software programs and initiatives. UVA Wise continues to work closely with the University of Virginia to implement shared systems, including finance and human resources systems. The College will explore other opportunities within the University, for instance with the UVA libraries or other operational areas, to leverage shared licenses and programs.

Develop a communication plan to report milestones and enable continued collaboration and progress. To ensure optimal support of collaborative, inclusive, transparent, and proactive sharing of information and governance, the College will develop an enhanced communication plan, to include the institutional website.

PIVOTAL
PROJECTS

TRANSFORMATION THROUGH THE LIBERAL ARTS

We see the liberal arts as a way of thinking, a way of engaging, and a way of connecting. We believe that the cultivation of the mind and character encouraged by a liberal arts education is the most powerful means of social mobility and personal freedom that we can provide for our students. Therefore, we will establish YOU are WISE, a network of advisors and mentors, employees from every sector of the campus who understand the purpose and value of the liberal arts and reflect them in their actions and interactions. Believing that the modes of inquiry and intellectual values undergirding a liberal arts education are not confined to a classroom or a course syllabus, we will build a Campus Immersed in Discourse initiative. Through thematic lecture series, roundtables, inquiry groups, and other events and activities, we will model the behaviors of civil society, contemplating as a whole campus community the enduring, contemporary, and most challenging questions that have perplexed and inspired human beings through the ages.

BROADENING ACCESS AND CLOSING THE GAP

The UVA Wise student is at the heart of everything we do. We are committed to the academic, professional, and personal development of each UVA Wise Highland Cavalier and, in fulfilling this commitment, we will nurture a student-centered culture which engages every faculty and staff member in the mission of student growth. Every interaction we have with our students is an opportunity to teach, coach, encourage, and invest in their development, and every member of the institution will have a role in this mission. Our student-centered approach will be designed intentionally to encourage diversity and to address inequities in access and outcome. Recruitment practices, scholarship packages, and the manner in which we integrate students into our community will ensure that any student who wants to attend UVA Wise has the resources to do so and has full access to the opportunities we offer. Through our YOU are WISE initiative, we will focus on the holistic development of our students by considering the possibility of offering first- and second-year living-learning communities that appeal to a range of interests and that match students with faculty, staff, and peer mentors who are invested in their success at earning a bachelor's degree.

BRIDGES AND PATHWAYS

The moment that we begin to recruit a student to UVA Wise is the moment we commit to their success. From generous scholarship packages to academic bridges to guided pathways, we want students to thrive and take full advantage of the wide range of opportunities offered to them. We will build Academic Bridges in the form of pre-college programs, academic support services and interventions, academic coaches and mentors, and peer mentors that address the broad range of needs for students as they prepare for and acclimate to their time at UVA Wise. We will create guided pathways in the form of tools that help all students and their advisors map out plans for completing graduation requirements in a timely and orderly manner, for participating in experiential learning activities that align with the student's long-term goals, and for seeking the professional development necessary for success in the student's chosen field. In addition to the programs and tools, we will create a Student Success Collaborative, a management structure and communication network for student success that brings together all of the entities that are working on academic support and retention to ensure a cohesive approach to meeting the individual needs of students. We will also develop an Experiential Learning and High Impact Hub that connects, through a director and technological tools, the various programs—freshman seminar, Center for Career Discovery and Planning, Wise Connects, International Studies, Undergraduate Research—that provide opportunities for students to meet core academic requirements outside of the curriculum.

EQUIPPING AND EMPOWERING OUR PEOPLE

We know that investment in the people who make up our community at UVA Wise is an essential commitment. Therefore, we will take steps to ensure that everyone is fully equipped and empowered to manage the responsibilities in their designated areas with confidence and intentionality and in a manner that meets the high standards we have set for the institution. To facilitate this initiative, we will develop a Center for Educational Excellence and Innovation that provides a full range of workshops, trainings, and mentoring focused on the holistic preparation of faculty and staff to understand and be able to articulate and implement the educational mission of the institution. As part of the center and to address the training needs of students in leadership, mentoring, and ambassadorial roles on campus, we will create a peer education program that provides coursework, support and supervision to students who step into these critical roles on campus.

BUILDING COMMUNITY, STRENGTHENING TIES

UVA Wise is located in the land of opportunity—rich in beauty and biodiversity, primed for economic revitalization, and immersed in the self-reflection necessary to sustain significant change. We are an integral part of this community as one of the largest employers and the only four-year public institution in far Southwest Virginia.

We are preparing to significantly increase our student population and to recruit new faculty and staff to the area as our student population grows. Through our Ties That Bind collaborative, we will seek to work side by side with leadership in the Town of Wise and surrounding communities, as well as business leaders and economic development officials, to prepare for growth. By further developing the infrastructure and amenities that are integral to a vibrant and welcoming community, we believe we will successfully recruit people to the region who will stay for many years. A variety of housing options, availability of child care, and a network of retail establishments will meet the daily needs of individuals and families. Cultural offerings, outdoor gathering spaces and parks, walking and biking paths, recreation, restaurants, and coffee shops will promote health, wellness, and joy as values in our communities. A strong network of businesses and corporations that bring job opportunity will allow dual-career families and young professionals to make Wise their home.

As part of this project, we will pledge to enhance educational opportunities for the citizens of Wise County through bachelor degree programs, professional certificates and master's programs, and flexible learning options (through online programs, early morning, evening and weekend classes, etc.) that align with regional needs and the interests of our neighbors. We will open wide the doors of our campus, inviting the community to arts events, lectures, and book clubs, sports competitions, and to enjoy our library, our fitness center, our dining facilities, our walking trails, and our green spaces. We will also strengthen our Appalachian studies program as we continue to seek deeper understanding of the history and culture of the region.

PROGRAMS THAT ALIGN, PEOPLE THAT LEAD

As the educational leader of the region, UVA Wise will continue to be mindful of academic programs that attract a broad diversity of students to our campus and equip them for success in their chosen careers and in the opportunities that regional businesses and corporations offer. We will contribute to the economic revitalization of the region, in partnership with business, industry, government, and nonprofit organizations, through our program portfolio annual check up, a data-informed approach to ensure that our academic programs are properly resourced for sustainability and that we offer a mix of programs that align with emerging needs in the area. This check up will provide necessary information regarding the areas of graduate education we should pursue, as well as the opportunities for collaboration with academic divisions and programs at UVA.

TELLING OUR STORY AND REACHING NEW AUDIENCES

A compelling characteristic of Appalachian culture is the sharing of stories that portray the lives of the people, the joys and the hardships they experience in the rugged Appalachian Mountains, and the strength of character they develop as a result. Through the work of our new marketing division, we will tell with intentionality and enthusiasm the stories of our students, our faculty, our staff, and our neighbors and the impact they have in the region through their discovery and their creativity. In the process of sharing, we will reach new audiences—students from beyond the borders of Southwest Virginia, adults in and outside the region who are seeking educational attainment to enhance career opportunity, and post-baccalaureate students with an interest in graduate degrees. We know our stories will echo far and wide, attracting a vibrant and diverse community of learners with the drive to serve and lead in their communities, the nation, and the world.

BRINGING TECHNOLOGY, INNOVATION, AND ECONOMIC GROWTH TO SOUTHWEST VIRGINIA

In alignment with regional focus on bringing scientific innovation and data analytics to Southwest Virginia, UVA Wise will continue to build strong programs in computer science, cybersecurity, software engineering, mathematics, data analytics, and the natural sciences. Through the resources of our Tech Talent Pipeline, we will work to establish the systems necessary to ensure that students are fully prepared to pursue STEM majors, to be successful in STEM internships and research placements, and to transition smoothly into STEM-based careers. Concomitantly, we will partner with economic development and government representatives across the Commonwealth as they work to bring STEM-based business and industry to Southwest Virginia.

HEALTH AND WELLNESS FOR ALL

We will work to improve the health and wellness for residents of central Appalachia by collaborating across communities and organizations, generating and implementing new ideas, and engaging the social, economic, and scientific issues that exist at the interface of health and the Appalachian culture. Through our collaborative work with the Healthy Appalachian Institute, UVA's School of Nursing, and Ballad Health we will bring together health educators, policy makers, healthcare systems, the business community, and the region's citizens to provide the necessary resources, ideas, and strategies to foster a healthier citizenry in Central Appalachia. In particular, we will aim to create pipelines into health professions through expanded educational opportunities, including graduate education in nursing and behavioral health.

INCREASING CAPACITY THROUGH MATURATION OF LEADERSHIP STRUCTURES, PREPARATION OF LEADERS, AND SYSTEMS THAT SUSTAIN OUR WORK

The constellation of pivotal projects and plans that we are proposing for the next decade will require a mature organizational structure and strong management systems. Project Wise Growth will carefully consider the staffing and administration necessary to ensure that our plans come to fruition and have the technology and other resources necessary to manage programs and initiatives in a manner that supports efficiency and productivity.

TIMELINE & YEAR ONE GOALS

We will track and measure our progress in four phases:

» Year 1: Establish Foundational Goals

» Year 3: Assess Progress and Celebrate 75 Year Anniversary

» Year 5: Acknowledge Progress and Adjust for the Future

» Year 10 (2030): Reflect and Look Toward the Next Decade

NEXT STEPS

PLANNING AND MANAGEMENT

» Continue to engage working groups in the planning process for the entire academic year with a goal of reflecting on progress in March, making revisions in April, and preparing a Year 1 report for the Board of Visitors and College Board to be delivered in their May/June meetings.

CURRICULUM REFORM AND EXPANSION

» Complete the restructuring of the Liberal Arts Core Curriculum, advance the proposal through the faculty governance process, and prepare for its launch.

» Implement the DEI strategic plan, and begin to integrate its basic principles into all aspects of the institution.

» Establish an experiential learning and high-impact hub by appointing a faculty director and creating a program structure.

» Complete an academic program portfolio analysis, complete the regional need and student alignment process, and make recommendations on enhanced resourcing, restructuring, and expansion of programs.

» Complete the master's degree escalation approval process, establish a graduate studies division and prepare for the launch of graduate programs such as education and nursing.

» Complete a review of academic calendar options, and make recommended changes.

RECRUITMENT AND RETENTION

» Complete the development and implementation of a data-informed student recruitment plan that includes students from SWVA and the ARC region, as well as UVA-deferred students. Prepare a similar analysis regarding a recruitment plan for working adults, degree completers, and graduate students.

» Develop a comprehensive plan for academic bridges that will be launched.

» Develop a guided pathways approach, and adopt the technology and software necessary to manage it.

FACULTY AND STAFF DEVELOPMENT

» Establish the Center for Educational Excellence by appointing co-directors, designating space, and creating a strategic plan to guide its work with faculty and staff.

» Create the foundation for a faculty and staff mentorship program that cultivates personal and professional growth through a reciprocal process of sharing experiences at UVA Wise.

» Develop a proposal for differentiating teaching workloads according to faculty involvement in research, student mentoring, and advising, as well as special projects.

VIBRANT COMMUNITIES

» Establish two community advisory boards—one focused on vibrant communities and the second on local and regional economic development and workforce needs. Complete plans to address the childcare needs of faculty, staff, and students.

We're excited that you are a part of this journey.
Follow our progress at **uvawise.edu/strategic-plan**.