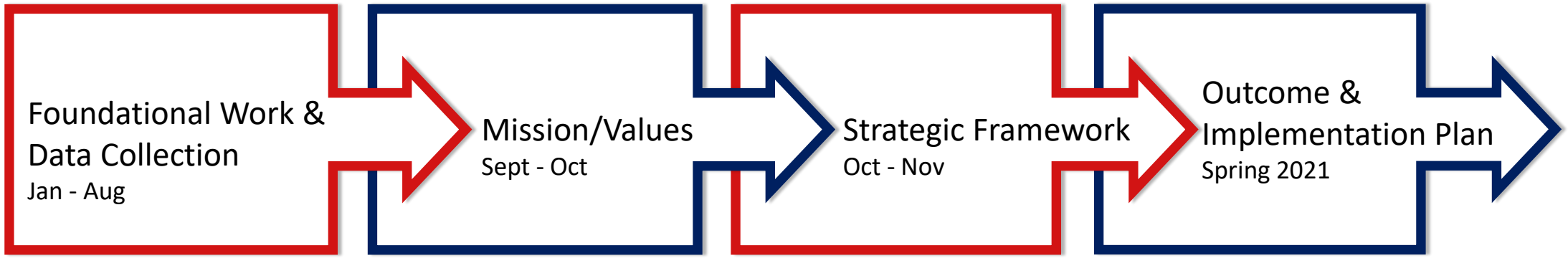
UVA Wise Strategic Plan Framework

December 11, 2020

UVA WISE

The Process



Phase One

EY Parthenon Consultation
Internal surveys & listening sessions
Community surveys & focus groups

Phase Two

Data review by strategic planning committee
Reflection on core values & goals
Writing of mission and values statements

Phase Three

Development of strategic objectives
Feedback meetings with stakeholders
Creation of strategic framework with overarching goals

Phase Four

Delineation of strategic goals and tactics
Determination of baselines and targets
Creation of the implementation plan with timelines and accountability

Our Mission

Through excellence in teaching, personalized attention and 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, 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.

Our 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. 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.

Strategic Objectives

1. Re-Imagine Curricular Structure with Focus on Competencies to Meet Academic and Professional Goals

- Restructure the Liberal Arts Core to incorporate more interdisciplinarity, broader diversity, and emphasis on essential competencies
- Integrate professional development, experiential learning, and community-based engagement into degree requirements
- Create purposeful and guided pathways that prepare and equip students as they navigate key academic, career, and personal decisions

2. Align Program Portfolio with Institutional Mission, Student Demand, and Regional Need

- Evaluate programs for alignment with core mission and develop plan for collaborations (internal and external) and restructuring to strengthen programs
- Explore demand for masters-level education in the region and online degree offerings to reach a broader audience
- Create an action plan for the growth of collaborative programs and initiatives between UVA Wise and UVA

Strategic Objectives

3. Invest in Faculty and Staff Recruitment and Development to Achieve Diversity, Collaboration, and Commitment

- Build team, linked to UVA's CTE, responsible for training and support of faculty and staff as they work to achieve educational and inclusive excellence
- Develop teaching fellows program that equips, trains, and supports faculty and staff for the integration of curricular, co-curricular, and extra-curricular programs

4. Attract, Engage and Retain Students Who Will Fully Benefit from a UVA Wise Experience

- Create a comprehensive data-informed model of student recruitment and retention
- Develop "academic bridges" from recruitment to matriculation and that link to guided pathways through graduation
- Expand scholarship portfolio to include merit-based scholarships and scholarships for targeted populations

5. Update Systems, Policies, and Processes to Ensure Sustainable and Efficient Management of Resources

FOCAL OUTCOMES

People

- Increase size and diversity of our student body
- Improve student retention and graduation rate
- Improve faculty and staff satisfaction and retention
- Increase diversity of faculty and staff
- Strengthen connections with alumni, community partners, and UVA

Programs

- Improve integration and intentionality of academic programs
- Strengthen critical thinking, writing and communication skills, and breadth of knowledge of our students
- Increase percentage of students who pursue at least one experiential learning opportunity
- Improve student placement and performance in internships, jobs, and graduate school
- Introduce students to professional networks that open doors to future opportunity
- Respond to regional needs through program expansion

Systems

- Improve productivity through increased automation of business and management processes
- Reduce redundancies and increase efficiencies through clarified business processes and integration with UVA's systems where feasible
- Adopt a new budget model based on a transparent, consultative, and priority-focused allocation of available resources
- Increase revenue by meeting fundraising, grant acquisition, state and federal funding, and tuition targets

Appendix: Data Visualization

UVA Wise's Distinguishable Characteristics – Top Three Choices from Major Stakeholders

Student Perspective

- **Level of financial support for students**
- **Small class sizes**
- Location in rural Appalachia

Alumni Perspective

- **Small class sizes**
- **Level of financial support for students**
- **Connection with UVA**

Staff Perspective

- **Level of financial support for students**
- **Small class sizes**
- **Connection with UVA**

Faculty Perspective

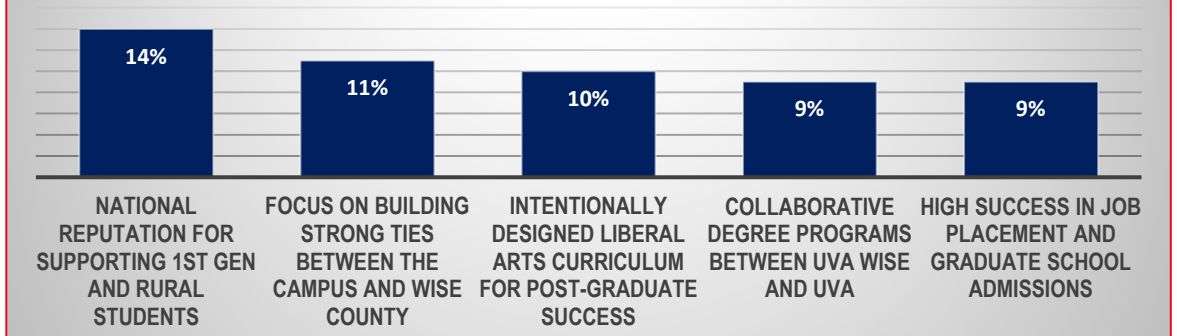
- Individualized attention
- **Small class sizes**
- **Level of financial support for students**

83% Commonality among stakeholders

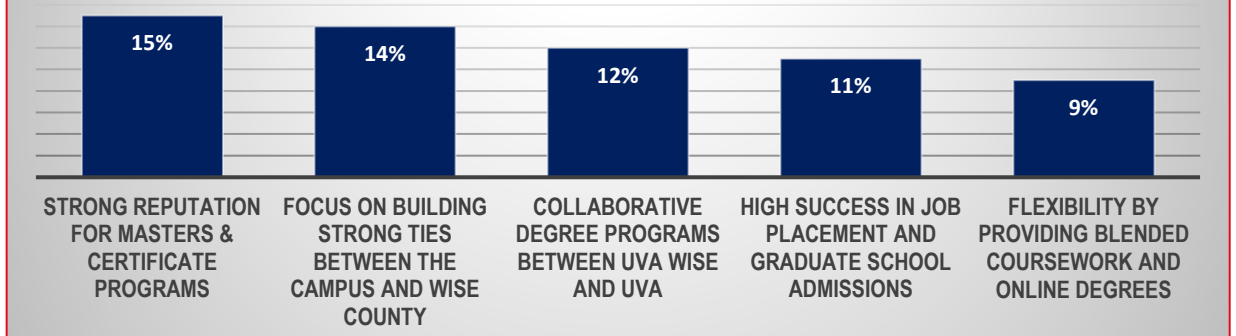
Small Class Sizes and the Financial Support given to students along with connection to UVA are among the most appealing attributes of UVA Wise

Future Direction for UVA Wise – Faculty & Staff

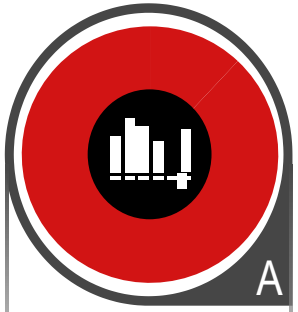
Faculty Perspective of Future Direction



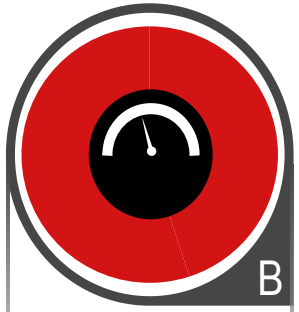
Staff Perspective of Future Direction



Commonality of future perspectives



Building Strong ties between campus and Wise County



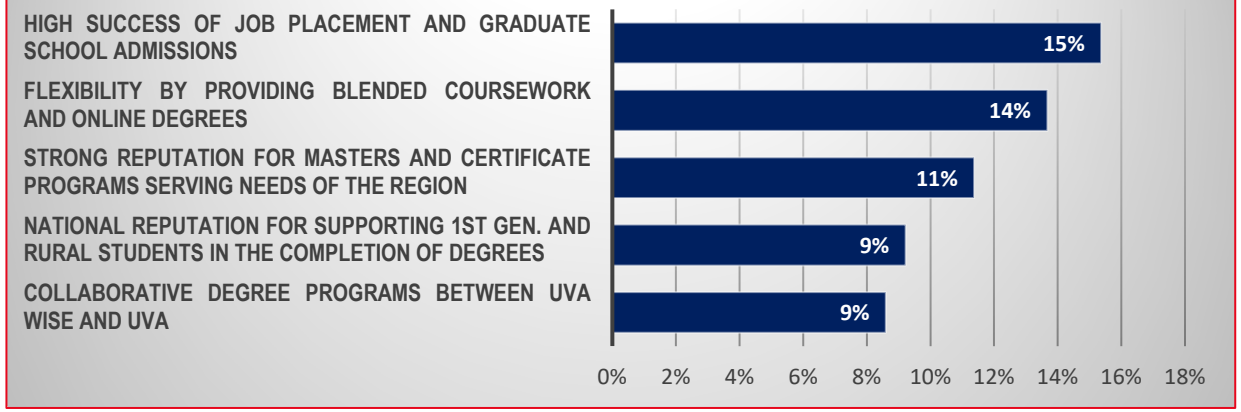
Collaboration between UVA Wise and UVA

High Success in Job Placement and Graduate School Admissions

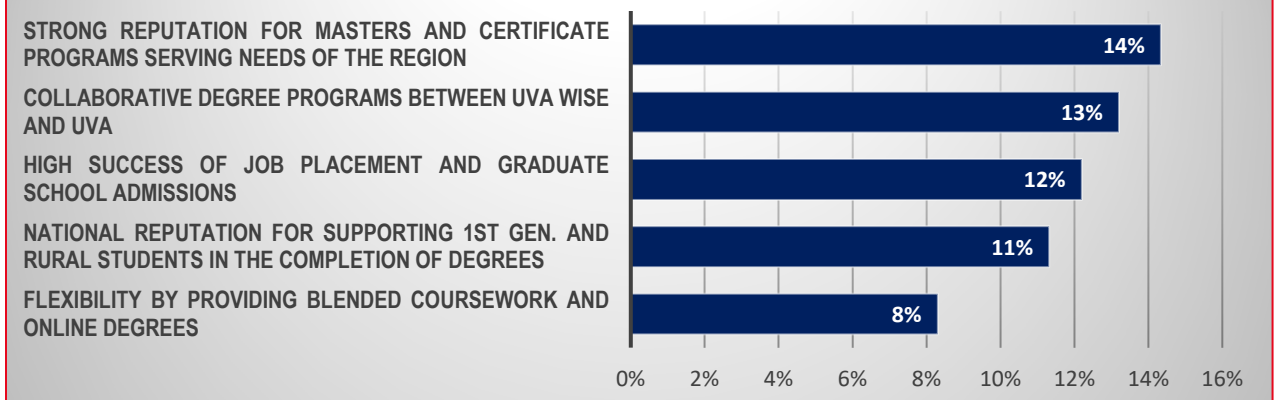
Between Faculty and Staff

Future Direction for UVA Wise – Students & Alumni

Student Perspective for Future of UVA Wise



Alumni Perspective for Future of UVA Wise



100 % Commonality of future perspectives Between Alumni and Students

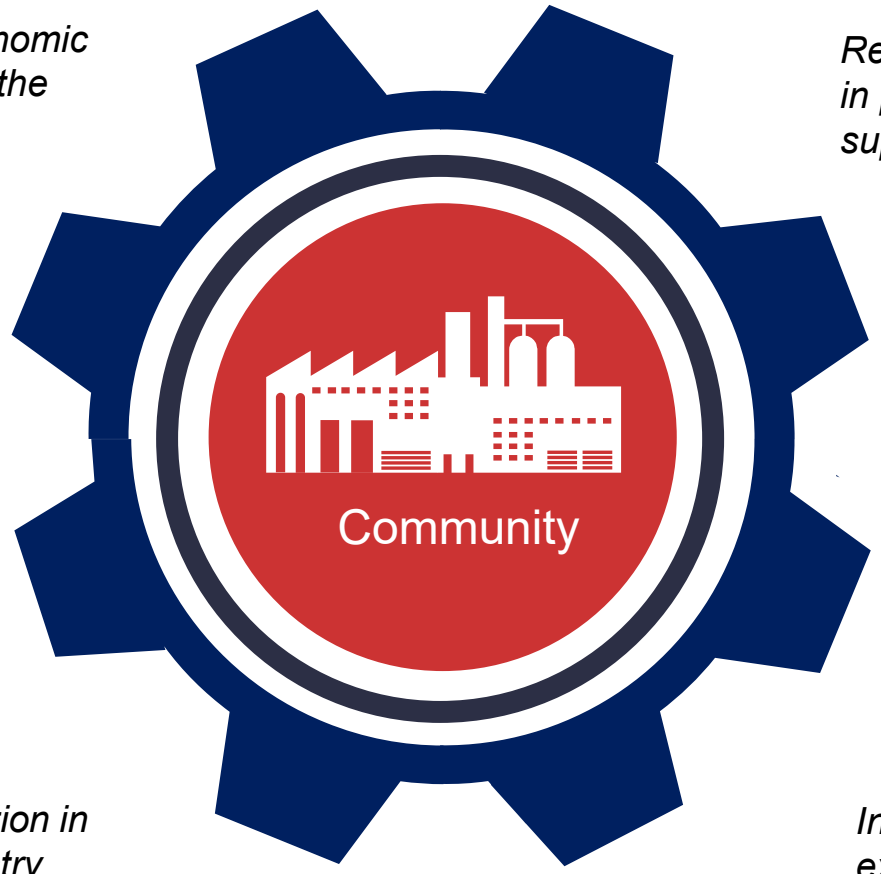
Future Direction for UVA Wise – External Stakeholders Perspective

How can UVA Wise support regional economic growth?

Help facilitate creation of a regional economic development strategic plan and provide the education and training to the students

Revisit traditional programming currently in place to determine if demand is indeed supporting the programs.

Graduate programs and in demand training for employers.



Continue to enhance the connection with UVA

UVA Wise should focus on attracting students and job placement by partnering with local and regional companies through internships and co-ops.

Further connecting the goals of the Industrial Development Authorities with the curriculum, certifications, forums, etc.

Showcase how having a four-year institution in the region can attract business and industry

Invite the local businesses of the region to explore collaborations and partnerships.