

## 2016 Six-Year Plan Revisions

### Priority 1. Enrollment Growth (New Initiative)

UVa-Wise has the capacity to serve a greater number of Virginians from throughout the Commonwealth in the freshman class. The College has established a plan to grow the freshman class to 400 qualified students by 2020, a 4.8 percent growth in new freshmen enrollment per year. With a declining student population in southwest Virginia, the College will serve the region while also developing greater brand awareness across the Commonwealth for potential students who could benefit from the UVa-Wise experience.

Over the course of the past several years, UVa-Wise has made a significant financial investment from private endowment funds in building and strengthening the new student recruitment program with the above longer-term goal in mind. New admissions materials, both printed and electronic, have been created and a newly redesigned and recruitment specific website was created and launched in the spring 2015.

Strategies for building the freshman class have included:

- The creation of a year round approach to new student search. Working with TWG+, a nationally recognized higher education marketing firm, UVa-Wise expanded and augmented its strategy in acquiring search names of Virginia students from The College Board (SAT), ACT, and National Research Center for College and University Admissions (NRCCUA). This program doubled the number of high school senior names purchased to 100,000 and created a separate search program for juniors. This initiative includes an attractive mailer, personalized website landing page, a series of personalized electronic messages, and an application for admission page that is responsive to smart phone users.
- The addition of a territory-based admissions counselor for the Virginia Beach/Northern Virginia areas to expand brand awareness by being in schools, meeting with counselors and career center professionals, conducting area based receptions, and attending college night programs and fairs.
- The nationally recognized admissions materials designed around the theme of “Are You UVa-Wise?” have been well received by students, counselors, and parents. Additional interactive, electronic materials are needed to help prospective students better understand the unique opportunities, both academic and co-curricular, that are available at UVa-Wise. These materials will also help students from outside the region in understanding the quality of life and opportunities available in far southwestern Virginia.
- The College also initiated several new marketing campaigns in the academic year 2015-2016 to engage prospective students and promote awareness of the College: 1) The College launched two advertisements in prominent baggage area spaces in the Tri-Cities

Regional Airport in Blountville, TN, an airport that is frequented by Southwest Virginia travelers; 2) The College purchased advertisements on Washington Metropolitan Area Transit Authority (WMATA) buses operating in Northern Virginia. The advertisements are estimated to reach a potential audience of more than 1.2 million residents and thousands of visitors over a three month period; and 3) The College paid for a one-page advertisement in The Chronicle of Higher Education's Innovative Colleges and Universities supplement, a special issue that was sent to all Chronicle subscribers. The colorful ad highlights the Software Engineering and Computer Science programs. The Chronicle Newspaper is available in print and digital formats, is subscribed to by more than 51,000 individuals and organizations, and has a total readership of more than 215,000.

## **Priority 2. Retention and Graduation**

### **a. Predictive Model and Student Success**

In consultation with nationally recognized consulting firm Noel-Levitz, the College developed a predictive model to better target retention strategies for students. The model includes six variables found to be highly predictive of a student's likelihood to be retained, based on cohort data from years 2010-2012.

Beginning in fall 2014, Enrollment Management initiated three strategies to support the predictive model: 1) a success coaching program whereby coaches, with the assistance of faculty and others, help students navigate the college experience, from deposit through the third term, including advising; 2) cohort tracking of milestones such as post orientation integration and development of degree plans, as well as re-yield (return for the next semester); and 3) success/intent milestones and tracking including declaration of the major, completion of 24 credit hours/year and more.

The College reallocated resources to support this effort. An experienced staff member from Admissions transferred to the advising center and the director of the center was released from assessment duties. The advising center now has a complement of four qualified staff members to implement the predictive model.

The implementation phase of this model has garnered promising results. The College's baseline for first-time, full-time freshmen retention for the 2012 student cohort was 71%. In the pilot year of the program, the fall 2014 student cohort retention improved to 73%. Our target for the fall 2016 cohort of freshman students is a retention rate of 75% to be measured in fall 2017. The College's strategic plan, Envisioning 2020 (E2020), includes specific metrics and targets for fall to fall semester retention for full-time freshmen, our target for year 2020 is 80%.

This priority will be continued as first proposed in 2014.

### **b. Quality Enhancement Plan**

A Quality Enhancement Plan (QEP) is necessary to satisfy the requirements for reaffirmation or accreditation with the Southern Association of Colleges and Schools, a regional accrediting body. A QEP must focus on learning outcomes and/or the environment supporting student learning. The “Wise Writes” Quality Enhancement Program aims to emphasize the improvement of student writing across the college curriculum by targeting writing in upper-division courses in the disciplines. The effort provides students with increased opportunities for supplemental instruction and tutoring, primarily through the creation of an expanded Writing Center. “Wise Writes” will offer faculty additional professional development opportunities to expose them to new strategies for improving and assessing student writing in their upper-level courses. Over the first five years of the plan, faculty across the College will develop 12 to 15 writing-intensive courses. To manage this effort, a college-wide Writing Committee will be created to standardize assessment of student proficiency across the curriculum. A program director has been hired and is scheduled to commence duties in fall 2016.

The College is reallocating resources and has budgeted tuition revenue to prepare for the QEP implementation.

**c. Continue efforts to better utilize summer offerings to retain students, increase enrollments and promote degree completion.**

The Summer Bridge Program for freshmen has been conducted during summers of 2014, 2015 and 2016. The program is designed for those students whose academic record indicates promise but who do not fully meet all elements required for direct admission to the College. Students from across the Commonwealth participate in the program. Upon successful completion of the program, Summer Bridge students gain admission to the College and are encouraged to enroll. This program will be expanded to serve more students.

**Priority 3: Increase Production of STEM-H Degrees**

**a. STEM Early College Academy**

Begun in the fall of 2014, this program seeks to smooth the pathway from high school into challenging STEM majors where entry-level courses often have failure rates of 30 to 40 percent. The Academy addresses the dearth of rigorous STEM preparatory coursework in the senior-year, by providing college classes to high-performing high school seniors on the UVA-Wise campus. The College will continue to build the STEM Early College Academy program.

**b. Continue to invest in efforts to better recruit and retain students in STEM-H related degree programs.**

This effort seeks to meet Commonwealth degree production goals, while increasing institutional efficiency by better matching capable students with challenging degree programs

where the College has unused capacity and working to increase retention within these programs.

UVa-Wise faculty launched a “Women in STEM” Affinity Group in January 2016. This new initiative aims to increase access and improve completion rates among undergraduate women in STEM-H fields. A range of lectures, seminars, and other events and activities provide an opportunity for undergraduate women to receive mentorship from faculty and to gain expertise in their own right through the conduct of undergraduate research.

#### **Priority 4. Federal Mandate: SACSCOC-CLERY-Title IX-Violence against Women Act Compliance**

##### **a. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)**

The University of Virginia's College at Wise is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The College has recently undergone the process for reaffirmation of accreditation. The College submitted its certificate of compliance to SACSCOC in March 2015, received its Off-Site Committee letter on May 18, 2015, and hosted the On-Site Committee on campus on October 20-22, 2015. The Committee made no recommendations on the College's certificate of compliance and made one recommendation on the Quality Enhancement Plan concerning composition instruction. The College received its decennial reaffirmation of accreditation in June 2016 with no conditions. Faculty and staff will continue to monitor SACSCOC accreditation requirements and take measures to ensure compliance.

##### **b. CLERY-TITLE IX-Violence Against Women Act (VAWA) Compliance**

Effective November 21, 2014, UVa-Wise established the Office of Compliance and Conduct in response to unfunded federal mandates with the Clery Act as amended by the Violence against Women Act and Title IX.

The unit, created through the reallocation of existing resources is comprised of two full-time and one part-time employee including the positions of Associate Vice Chancellor for Compliance and Conduct (AVC); a Clery Compliance and Student Conduct Administrator (CC); and the Title IX Coordinator and Director of Compliance Programming (IX). The Title IX Coordinator functions in this role in a part-time capacity, while also serving as a part-time counselor in the Center for Student Development. Further assistance to the unit is provided on an as-needed basis by three additional full-time college employees assigned to other areas— one to administratively support student conduct and related recordkeeping, and two others (the College's Registrar and the Associate Director of Athletics) to serve as Title IX investigators on an as-needed basis.

The College has reallocated resources to support federal compliance activities. As advised, additional funding will not be requested at this time. The Governor's Task Force on Combating Campus Sexual Violence continues to review strategies to meet the federal mandates. If future general fund money were to become available, the College would plan to more adequately staff the Office of Compliance and Conduct as follows:

**Full-time Title IX Coordinator:** There is a significant need for the Title IX Coordinator position to be full-time. Due to changing regulations regarding Title IX compliance and the required recordkeeping, it is becoming increasingly more difficult to manage the demands with a part-time employee. Additionally, when the Title IX Coordinator becomes full-time, this will release the counselor's position in the Center for Student Development to once again become a full-time position as the current arrangement has reduced a full-time counselor's position to part time.

**Full-time Title IX Investigator:** Due to increased awareness and trainings, the number of reports has increased. As a result, the time commitment required of the two designated investigators, who are also full-time college administrators, has increased, thereby requiring time away from their regular duties. A full-time Title IX Investigator would lessen this burden.

**Full-time Administrative Support:** A full-time administrative employee is needed to provide clerical and recordkeeping support for Title IX documentation, assistance with maintenance of the Clery-required annual "administrative trail" file, clerical assistance for communications associated with Conduct cases as well as documentation of Stop Codes and coding in the student information system, and daily office tasks in support of the unit. With increased and changing compliance requirements related to both Clery and Title IX, the time requirement for these efforts has significantly increased.

## **Priority 5. Outreach**

### **a. Science Consortium**

Plan and expand efforts to offer programming to public school students that promotes interest in science related careers and prepares students for success in STEM fields. This initiative will be pursued in the 2017-2018 academic year.

### **b. Appalachian Prosperity Project (APP)**

Continue partnership with U.Va. to improve business, health and educational opportunities in the region, through initiatives such as the Healthy Appalachia Institute, Clinch River Valley Initiative, Coalfield Ventures, Small Town Symposia and, My SwVA.

### **c. Improve K-12 Teaching and Learning Through the Center for Teaching Excellence (CTE) & Other Outreach**

Continue to work with school districts to better serve educators evolving professional development and state certification needs. Continue to increase variety and number of programs offered to school districts and individual teachers.

#### **Priority 6. Undergraduate Research Initiatives**

UVa-Wise will continue efforts to increase the number of undergraduate students presenting at academic conferences and publishing original faculty-mentored research. The College also plans to increase the number of summer undergraduate research fellowships and the funds to support student presentations.