

Six-Year Plans - Part I (2021): 2022-23 through 2027-28

Due: July 1, 2021

Institution: UVA Wise

Institution UNITID: 003747

Individual responsible for plan

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Part 1: In-State Undergraduate Tuition and Mandatory Fee Increase Plans in 2022-24 Biennium UVA Wise

Instructions: Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

In-State Undergraduate Tuition and Mandatory E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
\$6,042	\$6,224	3.0%	\$6,410	3.0%

In-State Undergraduate Mandatory Non-E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
\$5,119	\$5,274	3.0%	\$5,432	3.0%

Part 2: Tuition and Other Nongeneral Fund (NGF) Revenue

UVA Wise

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.

Items	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Total Projected Tuition Revenue	Total Projected Tuition Revenue
E&G Programs				
Undergraduate, In-State	\$5,690,864	\$5,877,771	\$6,068,089	\$6,288,992
Undergraduate, Out-of-State	\$718,320	\$907,547	\$961,593	\$1,018,605
Graduate, In-State	\$0	\$0	\$143,129	\$265,361
Graduate, Out-of-State	\$0	\$0	\$0	\$0
Law, In-State	\$0	\$0	\$0	\$0
Law, Out-of-State	\$0	\$0	\$0	\$0
Medicine, In-State	\$0	\$0	\$0	\$0
Medicine, Out-of-State	\$0	\$0	\$0	\$0
Dentistry, In-State	\$0	\$0	\$0	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	\$0
PharmD, In-State	\$0	\$0	\$0	\$0
PharmD, Out-of-State	\$0	\$0	\$0	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0
Other NGF	\$2,645,107	\$2,655,509	\$2,772,392	\$2,885,809
Total E&G Revenue	\$9,054,291	\$9,440,827	\$9,945,203	\$10,458,767

	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)
Non-E&G Fee Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue
In-State undergraduates	\$4,506,127	\$4,850,220	\$5,016,390	\$5,209,266
All Other students	\$733,556	\$798,220	\$824,462	\$852,041
Total non-E&G fee revenue	\$5,239,683	\$5,648,440	\$5,840,852	\$6,061,307
Total Auxiliary Revenue	\$9,052,717	\$10,679,685	\$11,114,427	\$11,709,144

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

[illegible]

Part 3: ACADEMIC-FINANCIAL PLAN
UVA Wise

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

Instructions for 3A: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2024-2028 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. **All salary information must be provided in section 3B. No salary information should be included in 3A.** Funding amounts in the first year should be incremental. **However, if the costs continue into the second year, they should be reflected cumulatively.** Please update total cost formulas if necessary. **Institutions should assume no general fund (GF) support in this worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS, PLEASE INCLUDE THOSE FUNDS IN THE REALLOCATION COLUMNS.**

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2022-2028)									
			Biennium 2022-2024 (7/1/22-6/30/24)					Description of Strategy		Two Additional Biennia
	Strategies (Short Title)	VP Goal	2022-2023			2023-2024			Concise Information for Each Strategy	Information for 2024- 2028
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue		

3B: Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2022-2024 Biennium

Instructions for 3B: Complete the lines appropriate to your institution. As completely as possible, the items in the Academic Plan (3A) and Financial Plan (3B) should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another. Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund Revenue for Current Operations" are available for an institution's use, if an institution cannot allocated all of its tuition revenue to specific strategies in the plan. Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue. Please do not add additional rows to 3B without first contacting Jean Huskey. **All salary information should be included in this section. No salary information should be included in 3A.**

	Assuming No Additional General Fund	2022-2023			2023-2024		
		Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue
	Items						
	Total Incremental Cost from Academic Plan ¹	\$504,376	\$0	\$504,376	\$1,017,940	\$0	\$1,017,940
	Increase T&R Faculty Salaries (\$)	\$0	\$0	\$0	\$0	\$0	\$0
	T&R Faculty Salary Increase Rate(%) ²	0.00%		0.00%	0.00%		0.00%
	Increase Admin. Faculty Salaries (\$)	\$0	\$0	\$0	\$0	\$0	\$0
	Admin. Faculty Salary Increase Rate (%) ²	0.00%		0.00%	0.00%		0.00%
	Increase Classified Staff Salaries (\$)	\$0	\$0	\$0	\$0	\$0	\$0
	Classified Salary Increase Rate (%) ²	0.00%		0.00%	0.00%		0.00%
	Increase University Staff Salaries (\$)	\$0	\$0	\$0	\$0	\$0	\$0
	University Staff Salary Increase Rate (%) ²	0.00%		0.00%	0.00%		0.00%
	Increase Number of Full-Time T&R Faculty(\$) ³	\$0	\$0	\$0	\$0	\$0	\$0
	O&M for New Facilities	\$0	\$0	\$0	\$0	\$0	\$0
	Addt'l In-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0
	Addt'l Out-of-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0
	Anticipated Nongeneral Fund Carryover	\$0	\$0	\$0	\$0	\$0	\$0
	Nongeneral Fund for Current Operations (Safety & Security; Fringe B	\$274,244	\$274,244	\$0	\$285,762	\$285,762	\$0
	Library Enhancement	\$0	\$0	\$0	\$0	\$0	\$0
	Utility Cost Increase	\$52,495	\$52,495	\$0	\$54,699	\$54,699	\$0
	Total Additional Funding Need	\$831,115	\$326,739	\$504,376	\$1,358,401	\$340,461	\$1,017,940

Notes:
(1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
(2) If planned, enter the cost of any institution-wide increase.
(3) If planned, enter the cost of additional FTE faculty.

Auto Check (Match = \$0)			
Match Incremental Tuit Rev in Part 2		If not matched, please provide explanation in these fields.	
2022-2023	2023-2024	2022-2023	2023-2024
\$0	\$0		

Part 4: General Fund (GF) Request UVA Wise

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to it's connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support						Notes
			Biennium 2022-2024 (7/1/22-6/30/24)				
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal					
			2022-2023		2023-2024		
			Total Amount	GF Support	Total Amount	GF Support	
1	Request that the general fund support to "Maintain Affordable Access" that was awarded in FY 2022 be added to the annual base budget.	1,2, & 3	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	This additional base support would allow the college to continue to provide quality programming while limiting the increases on tuition and mandatory educational and general fees. (NARR, p. 5)
2	Request that the general fund dollars allocated in FY 2022 to "enable institutions to address affordability issues" be added to the annual base budget.	2	\$316,700	\$316,700	\$316,700	\$316,700	This additional base support would allow the college to limit increases on tuition and mandatory educational and general fees. This would help with recruitment and retention efforts. (NARR, p. 5)
3	Request new general fund dollars to improve student retention and timely graduation	1,2, & 3	\$275,000	\$275,000	\$275,000	\$275,000	Additional general fund support is need to enhance efforts to improve student retention and timely graduation. Strides will be made to improve student learning and career preparation by strengthening the core curriculum so that it is 1) more interdisciplinary to prepare students for the analytical and integrative thinking necessary for 21st century careers and to immerse them in civil discourse around complex issues, 2) incorporates diverse and global perspectives to align the preparation of students with the dynamic nature of communities and workplaces, 3) incorporates professional development and experiential learning so that students are equipped with the practical tools and applications for success in any career and leadership in any community. Also, efforts will be made to improve student retention and timely graduation by 1) creating 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, 2) expanding peer mentors within academic support services who are trained to provide academic tutoring, supplemental instruction, & other means of academic support, and 3) creating a Peer Leadership Education Center to teach peer leadership classes, provide supervision, to become a point of contact, and provide professional support to peers who will quickly become one of the most important assets we have in student retention. (NARR, p. 5)

Part 4: General Fund (GF) Request UVA Wise

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to it's connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support						Notes
			Biennium 2022-2024 (7/1/22-6/30/24)				
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal					
			2022-2023		2023-2024		
			Total Amount	GF Support	Total Amount	GF Support	
4	Request new graduate financial aid to support the MSN-FNP graduate students.	2	\$200,000	\$200,000	\$200,000	\$200,000	New graduate financial aid to support the recently approved MSN-FNP program, as approved in 2021 Special Session I per Chapter 552. (NARR, p. 5)
			\$1,791,700	\$1,791,700	\$1,791,700	\$1,791,700	

Part 5: Financial Aid Plan

UVA Wise

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

Note: If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

*2020-21 (Actual) Please see footnote below								Compliance with § 4-5.1.a.i
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	
Undergraduate, In-State	\$5,690,864	\$50,000	0.9%	\$50,000	\$0	\$132,535	\$5,823,399	\$0 Compliant
Undergraduate, Out-of-State	\$718,320	\$0	%	\$0	\$910,476	\$0	\$1,628,796	
Graduate, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$6,409,183	\$50,000	0.8%	\$50,000	\$910,476	\$132,535	\$7,452,194	

2021-22 (Estimated)								Compliance with § 4-5.1.a.i
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	
Undergraduate, In-State	\$5,877,771	\$50,000	0.9%	\$50,000	\$0	\$132,535	\$6,010,306	\$0 Compliant
Undergraduate, Out-of-State	\$907,547	\$0	%	\$0	\$790,574	\$0	\$1,698,121	
Graduate, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$6,785,318	\$50,000	0.7%	\$50,000	\$790,574	\$132,535	\$7,708,427	

2022-23 (Planned)								Compliance with § 4-5.1.a.i
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	

Undergraduate, In-State	\$6,068,089	\$50,000	0.8%	\$50,000	\$0	\$132,535	\$6,200,624	\$0 Compliant
Undergraduate, Out-of-State	\$961,593	\$0	%	\$0	\$790,574	\$0	\$1,752,167	
Graduate, In-State	\$143,129	\$0	%	\$0	\$0	\$0	\$143,129	
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$7,172,811	\$50,000	0.7%	\$50,000	\$790,574	\$132,535	\$8,095,920	

2023-24 (Planned)								Compliance with § 4-5.1.a.i
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	
Undergraduate, In-State	\$6,288,992	\$50,000	0.8%	\$50,000	\$0	\$132,535	\$6,421,527	\$0 Compliant
Undergraduate, Out-of-State	\$1,018,605	\$0	%	\$0	\$790,574	\$0	\$1,809,179	
Graduate, In-State	\$265,361	\$0	%	\$0	\$0	\$0	\$265,361	
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$7,572,958	\$50,000	0.7%	\$50,000	\$790,574	\$132,535	\$8,496,067	

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

UVA WISE: 2021 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: The University of Virginia's College at Wise

OVERVIEW

The totality of the six-year plan should describe the institution's goals as they relate to state goals found in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); and the Restructured Higher Education Financial and Administrative Operations Act of 2005.

The instructions under institutional mission and alignment to state goals, below, ask for specific strategies, in particular related to equity, affordability and transformative outcomes. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. ***Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.***

SECTIONS

Section A. Pandemic Impact: Briefly discuss, in one to two paragraphs, how the pandemic has impacted your institution. What things did your institution already have in place that proved helpful? What lessons were learned? What short-term changes have been made? What long-term changes will be made? What are the concerns moving forward?

RESPONSE:

UVA Wise has responded to the pandemic with agility and great cooperation across the College, the University of Virginia, the local and regional communities, the Virginia Department of Health and others. When the College decided in March 2020 to close campus and pivot to distance learning, students, faculty and staff were well poised to learn, teach, and work from home as a result of a new technology initiative. Beginning in fall 2019, UVA Wise adopted the Innovate2Elevate iPad initiative. This initiative provided an iPad, pencil and keyboard to each student as well as each faculty and staff member at the college. Broad availability of these personal devices immediately leveled the playing field between students who have the means to purchase a computer and those who do not. During the pandemic, Innovate2Elevate enabled the College to transition quickly to distance learning. The devices have continued to be beneficial as we transitioned to hybrid learning in spring 2021. However, the pandemic highlighted the disparate access to broadband internet in the region and in some students' homes. The College purchased hotspots and supported students in obtaining access.

From the very beginning of the pandemic, the UVA Wise Counseling Center provided mental health counseling to students through a HIPAA-compliant, secure and confidential medium. The two licensed clinicians expanded their service area to include Kentucky and Tennessee along with Virginia. After the return to campus in August 2020, the campus-based UVA Clinic for students and employees aided in our response to the pandemic. Staffed and supervised by the University of Virginia Health System, the Clinic supported COVID-19 testing efforts while keeping the campus community healthy and diligent. Additionally, existing partnerships with UVA, VDH and the Health Wagon enabled UVA Wise to access and purchase COVID-19 test kits for its weekly prevalence testing of 7.5% of the on-campus community.

The pandemic demonstrated the strength of the campus community in new ways. Faculty members re-designed their courses to teach remotely and virtually. Members of the faculty, as well as an Apple Specialist, who was previously contracted, provided training and professional development to migrate classes to an online platform. Professional development opportunities continue to be available. Students, faculty and staff displayed an extraordinary commitment to policies, procedures and protocols to include wearing masks, maintaining social distance, and maintaining classroom and residential disinfection routines. The skill level and dedication of staff were also on display in every aspect of College life including managing on-campus quarantine and isolation spaces, procuring new supplies and equipment, distributing personal protective equipment (PPE), developing communications plans to update the campus community, and developing a robust testing program.

The College practiced conservative fiscal measures and implemented a hiring freeze to mitigate the budgetary impacts of the pandemic. In addition to increased operational costs, the pandemic has placed the College's sales and services in a less profitable position. Auxiliary enterprises make up approximately 14% of the College's revenue stream each year and were severely impacted in fiscal years 20 and 21. The stability and profitability of the College's sales and services are significant factors in the fiscal wellbeing of the institution. The College has been working to bolster the cash position of its auxiliary enterprises.

Looking forward, the College has encouraged vaccinations of its campus employees and students. The aim is to achieve herd immunity when classes begin in fall 2021.

Section B. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals: Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following state themes and goals:

- **Equitable:** Close access and completion gaps. Remove barriers to access and attainment especially for Black, Hispanic, Native American and rural students; students learning English as a second language; students from economically disadvantaged backgrounds; and students with disabilities.
- **Affordable:** Lower costs to students. Invest in and support the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.
- **Transformative:** Expand prosperity. Increase the social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions. This goal includes efforts to diversify staff and faculty pools.

Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets. If federal stimulus funds will fund activities and are included in Part 3 as reallocations, please note how they will be used.

RESPONSE:

Part 3 – Academic-Financial Plan

GOAL 1: Enhance Recruitment, Retention and Engagement for Students

Strategy 1: Hire additional admission recruiters to enhance the recruitment for underrepresented students

To improve recruitment overall, the College will add two additional full-time admissions counselors in Fiscal Year 2022-2023. The recruiters will focus on recruiting for all academic disciplines with a goal of enhancing recruitment of students from underrepresented populations including first generation college students; students coming from lower socioeconomic statuses; students with disabilities and differences in ability; and students from underrepresented ethnic and racial populations. Additionally, the Office of Admissions plans to add two additional admissions recruiters in 2024-2025 and two more additional admissions recruiters in 2026-2027. The six additional staff members will provide the Office of Admissions the opportunity to expand its recruitment territory and attend more college fairs and visit more high schools resulting in more applications, acceptances, and deposits. This strategy addresses College access; it supports Goal 1, S1 of the Virginia Plan for Higher Education ("the Virginia Plan.")

Strategy 2: Hire a transfer recruiter to enhance the college's ability to advise students at local community colleges & have more of a presence on their campuses in 2022-2023 & continue to fund in 2023-2024

The College has made strong strides in establishing transfer agreements with nearby community colleges. To execute the transfer agreements, and increase transfer recruitment, the College seeks to engage an experienced recruiter who will actively recruit and encourage bachelor completion at UVA Wise. This strategy addresses College access and supports Goal 1, S1 of the Virginia Plan.

Strategy 3: Hire an Assistant Director of Data & Information Systems

UVA Wise plans to hire a new Assistant Director of Data and Information Systems. The Assistant Director will report to the Associate Provost for Information Technology and their portfolio will include oversight for the student information system, Jenzabar, and additional software to enable enrollment data management and data mining beginning in 2022-2023. Data management is critically important as colleges and universities increasingly rely on data and information for academic and operational planning. This strategy addresses retention, completion and the achievement of a timely degree as new students benefit from connecting earlier with faculty advisors trained in the College's core curriculum. This strategy addresses the College's ability to identify trends and improvement areas. It will foster program and administrative innovations and supports Goal 2, S7 of the Virginia Plan.

Strategy 4: Add two additional faculty advisors to the UVA Wise Student Advising Corps (NSAC) & fully support the funding needs of the program in 2022-2023 & continue to fund in 2023-2024

The UVA Wise Student Advising Corps (NSAC) is a dedicated group of faculty who work collaboratively with the Office of Student Engagement (OSE) to provide direction on the Liberal Arts Core (LAC) to freshman and transfer students during new student orientations, advising and other initiatives focused on student success. NSAC faculty serve as primary advisors for new students until majors are declared. As students declare majors, they are assigned a new departmental faculty advisor. This process ensures that students are adequately engaging with faculty, being correctly advised in the core requirements, sequencing course work appropriately, and transitioning in a timely manner to departmental advisors. NSAC was initiated as a pilot program in spring 2019 and has successfully continued to enhance the student academic experience which is why two more faculty advisors are needed for the program. This strategy addresses retention, completion and the achievement of a timely degree as new students benefit from connecting earlier with faculty advisors trained in the College's core curriculum. This strategy aims to strengthen persistence and graduation and supports Goal 1, S3 of the Virginia Plan.

Strategy 5: Enhance processes for orientations and extended orientation and purchase the expanded version of the COMEVO software as an orientation software system, in 2022-2023

The Office of Student Engagement revised the new student orientation process in 2019 for freshman and transfer students from a primary focus on course scheduling to an emphasis on student engagement, resource and information sharing, expanded faculty advising, and belonging and connecting to the UVA Wise community. This orientation experience has since changed to a virtual platform since the COVID-19 pandemic. In 2021, the College purchased COMEVO software as an orientation software system. This purchase was intended to provide a superior student engagement experience for incoming students. With signs of success, the College will plan to continue to use a hybrid approach to orientation, both in-person and virtual, for the fall 2022 and 2023 for orientations. This strategy creates a robust orientation program that they can refer to throughout their first year in college. This strategy advances the ability to provide remote orientation programs and supports Goal 1, S2 of the Virginia Plan.

Strategy 6: Hire one additional counselor within the Counseling Center to provide short-term, solution focused individual counseling to the student population.

The College seeks to hire a licensed or licensed-eligible professional counselor to provide short-term, solution-focused individual counseling to the student population. The Counseling Center dedicates itself to providing students with support, education, and advocacy for their personal and academic success. Counselors also provide consultation services to the campus community, serve as members of the College's Threat Assessment Team, assist with planning and implementing educational programming and provide crisis management services. This strategy aims to strengthen persistence and graduation and supports Goal 1, S3 of the Virginia Plan.

Strategy 7: Growth and expansion of graduate professional studies program, in 2023-2024

The College plans to expand the graduate and professional studies program in 2023-2024. This expansion would include hiring a Director of Graduate & Professional Studies, an administrative assistant to support the program, a Marketing & Recruitment Coordinator, and operating support to fund the program.

These strategies will require \$329,502 and \$558,804 in funding in fiscal years ending 2023 and 2024, respectively. The funding source is from anticipated tuition revenue.

GOAL 2: Improve Professional Development & Retention of Talented Faculty & Staff

Strategy 1: Establish a Center for Educational Excellence and Innovation staffed with a new Instructional Technologist

The Center for Educational Excellence and Innovation (CEEI) 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 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 (RAs), expedition leaders, SGA, Honor Court, Student Conduct Board, etc.) or that are otherwise choosing to expand their leadership knowledge for curricular or career enhancement.

UVA Wise plans to hire a new Instructional Technologist. The technologist's role will be to assist faculty with course design. The technologist will provide training workshops to allow faculty to acquire new

modes of instructional delivery and impact. The instructional technologist will serve as an ongoing resource and will work alongside faculty to develop instructional tools to drive learning outcomes.

This goal aims to advance students' digital abilities, prepare them for the workforce, and address retention of diversely talented faculty. It supports Goal 1, S2 and Goal 3, S8, S9, S10 of the Virginia Plan. It totals \$134,920 from new tuition revenue.

GOAL 3: Expand Masters of Science Nursing and Family Nurse Practitioner Program

The Commonwealth awarded \$810,912 to UVA Wise in state general funds for the development and implementation of a Master of Science in Nursing and Family Nurse Practitioner program (MSN-FNP) in conjunction with the UVA School of Nursing. This program seeks to train highly skilled Nurse Practitioners to improve healthcare quality, delivery, and access in Southwest Virginia and the surrounding region and throughout the Commonwealth. This new program addresses shortages in healthcare in support of Goal 3 of the Virginia Plan. This new collaboration with UVA begins in fall 2021, and tuition and fee revenue will be generated for the first time in the amounts of \$174,874 and \$324,215 in fiscal years ending 2023 and 2024, respectively.

Part 4 – General Fund Request

1. Request that general fund support to "Maintain Affordable Access" be added to the base budget

UVA Wise was appropriated \$1,000,000 fiscal year ending 2022 to maintain affordable access. These one-time funds have been instrumental in the past in maintaining affordable tuition and mandatory fee rates. UVA Wise offers the third-lowest tuition of public higher education institutions in the Commonwealth of Virginia. UVA Wise requests the addition of \$1,000,000 to its base budget to limit the need for future tuition and mandatory fee increases. This request for new general fund support addresses all three goals of the Virginia Plan including accessibility, affordability, and prosperity.

2. Request that general fund dollars allocated in FY 2022 to "enable institutions to address affordability issues" be added to the base budget

UVA Wise was appropriated \$316,700 in fiscal year ending 2022 to address affordability issues due to the unavoidable cost increases and required spending. UVA Wise requests the addition of \$316,700 to its base budget to limit the need for future tuition and mandatory fee increases. This strategy supports Goal 2 of the Virginia Plan.

3. Request new general fund dollars to improve student retention and timely graduation

UVA Wise requests additional general fund dollars to expand student engagement programming in the amount of \$275,000 for fiscal years ending 2023 and 2024. With this funding, the College plans to 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 full range of needs for students as they prepare for and acclimate to their time at UVA Wise. The College 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. This strategy also seeks to 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.

This strategy supports all three goals of the Virginia Plan including accessibility, affordability, persistence and completion and successful employment outcomes.

4. Request new graduate financial aid to support the MSN-FNP graduate students.

UVA Wise requests new general fund support in the amount of \$200,000 in fiscal years ending 23 and 24. The purpose is to make available financial aid dollars for students in the new MSN-FNP program offered in conjunction with UVA. This strategy supports Goal 2 of the Virginia Plan.

Section C. In-state Undergraduate Tuition and Fee Increase Plans: Provide information about the assumptions used to develop tuition and fee information the institution provided in the Excel workbook Part 1. **The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors.**

RESPONSE:

UVA Wise plans a 3.0% increase of In-State Undergraduate Tuition and Fees. The following assumptions were considered in developing this plan:

- An increase in enrolled full-time students based on enrollment projections submitted to SCHEV
- Funding for the undergraduate strategies outlined on the Academic-Financial tab;
- Uncertainty around short- and long-term effect of the pandemic on operations;
- Indirect cost waiver for all institutions would be continued, Chapter 552, Item 3-4.01 of the 2021 Special Session I.

UVA Wise aims to limit tuition and fee increases to students to ensure access to a quality affordable education. UVA Wise has utilized stimulus funding to offset additional operating expenses during the pandemic, as well as provide a safe experience for our campus community.

Section D. Tuition and Other Nongeneral Fund (NGF) Revenue: Provide information about factors that went into the calculations of projected revenue, including how stimulus funds may mitigate tuition increases.

RESPONSE:

UVA Wise considered the following factors in calculating projected revenue:

- 3.0% increase in FY 23 and FY 24
- Enrollment growth of full time students as submitted to SCHEV
- Provision of Virginia Military Survivors and Dependent Education Program Waivers
- An increase in the Center for Teaching Excellence programming revenue
- Allocation of federal stimulus funding to offset lost revenue to limit increases
- An increase in housing and dining auxiliary revenue based on increased occupancy projections
- An increase in other auxiliary revenue of 3.0% over the 5 year average for collections
- MSN-FNP initial program funding as approved in Chapter 552 of the Special Session I

Section E. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

- UVA Wise implemented an Early Retirement Incentive Program to realize institutional savings and to limit tuition and fee increases;
- UVA Wise retired debt and reallocated the funds to aid in operations;
- Stimulus funding was utilized to stabilize auxiliaries from the effects of the pandemic;
- Indirect cost waiver per Chapter 552, Item 3-4.01 of the 2021 Special Session I have provided relief to stressed auxiliaries;
- Additional state funding provided in FY22 for Affordable Access and Operating Funding provided needed support to keep our tuition and fees low.

Section F. Enrollment Projections: Include in this section information about how your institution developed its enrollment projections, whether your institution is concerned about future enrollment trends, and, if so, what planning is underway to address this concern. How have enrollment plans been impacted by the pandemic? For example, does your institution plan on enrolling more online students?

RESPONSE:

UVA Wise has worked for several years to combat a declining population in the areas from which it has historically recruited in Southwest Virginia. Additionally, the College's rural location is geographically distant from many of Virginia's dense population and student recruitment zones. Together these factors, and other national enrollment trends, have presented an enrollment challenge to the College in recent years. In response, the College has implemented a number of strategies to elevate awareness of the College and its excellent liberal arts offerings, beautiful landscape, post-graduation outcomes, and financial aid opportunities. In 2019, the College established an Office of Marketing to enhance our branding and better convey the UVA Wise story. In 2019, the College also introduced Within Reach and the General Assembly approved the Appalachian Regional Commission reduced tuition program. The Within Reach program offers full coverage of tuition and fees for students whose families earn less than \$40,000. The Appalachian Regional Commission program offers in-state tuition to prospective students residing in Appalachian regions in 13 states. Additionally, the Year-in-Wise program offers admission to students on the UVA deferred admission list. Together, these initiatives, along with quality academic programs, have contributed to a positive enrollment growth projection. Enrollment held steady during the pandemic and is a good indication of continued interest in the College.

Section G. Programs and Instructional Sites: Provide information on any new academic programs, including credentials and certificates, new instructional sites, new schools, or mergers supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE:

UVA Wise will, for the first time, offer a joint Master of Science in Nursing degree in conjunction with the University of Virginia's School of Nursing. The College is exploring other collaborative programming opportunities with UVA, including with the McIntire School of Commerce. UVA Wise also continues to prepare documentation for a prospective level-change from a bachelors-granting institution to a graduate institution. Related to this effort, the College is developing a proposal for a Master of Education degree program (previously Master of Teaching).

Section H. Financial Aid: Discuss plans for providing financial aid, not including stimulus funds, to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans. Virginia's definitions of low-income and middle-

income are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

UVA Wise launched an initiative to ensure that Virginia students who meet all admissions and financial aid deadlines, and who have a family Adjusted Gross Income (AGI) of less than \$40K per year, are offered full financial support in tuition, fees and a portion of their books (\$1000). This program of financial aid distribution is possible as it aligns closely with federal, state and institutional grants. The College believes this is a feasible solution for low income students who meet required academic progress standards and all posted deadlines. The amount of this type of aid would have to increase year to year to meet institutional increases.

The College also plans to raise additional funds to reach the \$35 million scholarship endowment goal outlined in the fundraising program initiated by the college in 2017, as part of the University of Virginia's Honor the Future Campaign. The program includes outright gifts matched by the University of Virginia's Bicentennial Scholars Program. Through the end of fiscal year 2020-2021 the college has received \$34.75 million in gifts and matches for endowments. During the Campaign, UVA Wise donors and friends have established 184 endowed funds that support scholarships. These funds will make available need-based and merit-based financial aid.

The UVA Wise Financial Aid Office is working with the Natural Science Department to allocate funds from a National Science Foundation Grant which is earmarked for students demonstrating financial need. The focus of this program is to alleviate the worry of debt or tuition payments for students majoring in the sciences who demonstrate need by their eligibility for Pell, SEOG, VGAP, Commonwealth or institutional need-based grants. This will assist the students receiving the grants and may also reduce their need for other types of aid, freeing those funds for other students.

Section I. Capital Outlay: Discuss the impact, if any, that the pandemic has had on capital planning, such as decreasing the need for space or other aspects. Provide information on your institution's main Education and General Programs capital outlay projects, including new construction as well as renovations that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated. *Special Note: The requested information is for discussion purposes only and inclusion of this information in the plans does not signify approval of the projects.*

RESPONSE:

While the pandemic did not have a great impact on capital planning it revealed a need for larger, more flexible individual academic spaces on campus due to social distancing requirements. The College utilized some of our larger non-academic spaces (such as 5th floor C. Bascom Slemp Student Center) as classroom locations. Future academic renovations and new construction will need to factor in increased flexibilities and uses as a guiding principle in academic space design.

The College's highest priority capital outlay project is the renovation of Darden Hall, updating its outmoded and overtaxed infrastructure systems as well as presenting an opportunity for the College to grow several key academic programs from the renewed learning spaces. The Darden Hall renovation will have a significant impact as it will renew one of the College's most heavily utilized academic facilities. Currently, the Education, Nursing, Computer Science, and Software Engineering programs are the primary occupants of the facility and the academic spaces as configured. A future Bachelor of Data Science program has been considered as well and would likely be housed in this renovated facility.

A second priority would be the renovation of the Leonard Sandridge Science Center Laboratory Wing. The College's Natural Sciences Department is a highly enrolled academic program on campus and has quickly outgrown the current facility's design. At present, pressures on classrooms and laboratories result in a less than optimal learning setting. By revisiting the building's design to evaluate new layouts and space needs, along with necessary upgrades to the technology infrastructure, the department's curricular offerings can be maximized for more robust student impacts.

Other projects on the more distant horizon include the renovation of Zehmer Hall; the construction of a Music Education Facility; construction of a Welcome Center/Public Safety Center; construction of a Technology Classroom facility; and the renovation of Bowers-Sturgill Hall.

Section J. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

Not applicable.

Section K. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

RESPONSE:

UVA Wise's previous Six Year Plan set out to accomplish the following goals:

- GOAL 1: Enhance recruitment and retention efforts
- GOAL 2: Expand programming to boost retention of UVa-Wise Students
- GOAL 3: Launch New Undergraduate Programming
- GOAL 4: Establish New Graduate Programs

GOAL 1: Enhance recruitment and retention efforts

On Goal 1, to enhance recruitment and retention efforts, the College upgraded and enhanced its student information software, Jenzabar, to manage communications with prospective students. The new software has allowed the College to increase communication efficiency and to ensure seamless and timely communication flow. Software adoption has enabled the Admissions Office to maintain communication during peak recruiting periods and to send emails and texts in a strategic manner.

Under this Goal, UVA Wise also established a UVA Wise Marketing Office, staffed by a new Marketing Director to increase UVA Wise's name recognition throughout the Commonwealth and beyond. The UVA Wise Marketing team has developed a robust marketing platform, ultimately helping the Commonwealth achieve its goal of expanding educational opportunity for all Virginians. To fund the marketing office and a comprehensive marketing strategy, UVA Wise partnered with the University of Virginia Office of Marketing and Communications with private support from UVA's Office of the President.

GOAL 2: Expand programming to boost retention of UVA Wise Students

In support of Goal 2, UVA Wise established a New Student Advising Corps (NSAC), a dedicated group of faculty who work collaboratively with the Office of Student Engagement (OSE) to provide direction to new

freshman and transfer students during new student orientations, advising and other initiatives focused on student success. Additionally, the Office of Student Engagement revised the new student orientation process for freshman and transfer students to ensure continue student engagement, including an online orientation through the pandemic.

Under Goal 2, UVA Wise established The Multicultural Center in fall 2019. The Center has been staffed with an Associate Vice Chancellor for Diversity and Inclusion, a full-time Assistant Director for Diversity & Inclusion, a Coordinator for Diversity and Inclusion, and several part-time student interns. This team has led the College's efforts to create a diverse, inclusive and welcoming environment for all students, faculty, staff, alumni and community partners. The College has implemented its first Inclusive Excellence Plan to develop a sound framework for promoting diversity, equity and inclusion.

GOAL 3: Launch New Undergraduate Programming

As stated in the previous Six Year Plan, UVA Wise seeks to prepare and collaborate with the information technology employment sector to produce graduates to fill open IT jobs in Virginia, particularly with the arrival of Amazon Headquarters II. The College received a University of Virginia Strategic Investment Fund (SIF) to create a UVA Wise Innovation Ecosystem to strengthen the pipeline of students into technical programs and enhance retention and success in Computer Science, Software Engineering, and Management Information Systems degree programs.

Additionally, under its strategic plan process, UVA Wise continues to evaluate its academic program mix. UVA Wise Faculty Department Chairs have been undergoing a rigorous data-driven analysis of academic programs to develop a path for new programming responsive to students as well as workforce and industry needs. Throughout the new strategic plan process, the College will evaluate its plan of establishing a new Department of Data Science and a new Bachelor of Science program, which were previously planned to commence in FY 2024. Similarly, the College is still in the planning phase for the redesign of the Management of Information Systems program

GOAL 4: Establish New Graduate Programs

Under this Goal, the College is developing a proposal for a Master of Education (M.Ed.) to help educators be more effective in the classroom; enable educators to develop professionally; and advance the entire region of southwest Virginia by producing a more qualified population of educators. This proposed graduate program has been approved by the University of Virginia Board of Visitors and the UVA Wise College Board. The College is currently working with SCHEV to develop a proposal for a level change from a bachelors-granting program to a graduate-granting program.

In support of this Goal, UVA Wise has successfully partnered with UVA to offer a joint MSN/Nurse Practitioner graduate program. With support from the Commonwealth, this joint program will provide well-trained medical providers to a geographic region of the Commonwealth with disparate health metrics and limited healthcare infrastructure.

Section L. Diversity, Equity and Inclusion (DEI) Strategic Plan: Provide an update on the completion status of your institution's plan that is being coordinated with the Governor's Director of Diversity, Equity and Inclusion. If a copy of the plan is available, please include it when your institution submits its initial plan. If a copy of the plan is not available for July 1 or if changes are made, please provide a copy with your institution's final plan submission on October 1.

RESPONSE:

The University of Virginia and its schools and divisions began work in 2018 on an Inclusive Excellence plan which was finalized in spring 2021. This plan is enclosed with the material.

Section M. Economic Development Annual Report: Provide a copy of any report your institution has produced about its economic development contributions.

RESPONSE: The UVA Wise Economic Development Report is enclosed in the material.

UVA Wise Office of Economic Development and Strategic Initiatives Six-Year Plan Narrative

The University of Virginia's College at Wise is a driver for sustainable economic growth that improves lives and promotes thriving communities throughout Southwest Virginia. The College's contributions to the region are committed to serving the public good and addressing real challenges. In partnership with government, businesses, and community organizations, UVA Wise is leading economic development through academic discovery, innovation and entrepreneurship, targeted industry growth, talent development and public health.

Amidst the pandemic, our efforts pivoted to helping businesses navigate the COVID-19 crisis, solidifying our relationships with community and public health partners, and seeking opportunities for growth in unprecedented ways.

SWVA Economic Forum

For five years, the UVA Wise Office of Economic Development has coordinated the SWVA Economic Forum—an event that engages hundreds of participants through a shared vision of regional collaboration, growth, and innovation. It has become a central gathering place for the region to discuss new ideas and synergies surrounding economic and community development.

In response to the COVID-19 pandemic, the 2020 and 2021 events moved to a digital format, further expanding the program's reach and promoting opportunity in Southwest Virginia across the nation and globe. An array of engaging speakers, including local economic developers, entrepreneurs, and higher education officials, inspired constructive dialogue on the vision for Southwest Virginia's future.

GO Virginia

The Virginia Initiative for Growth and Opportunity (GO Virginia) is a bipartisan, business-led economic development initiative that is changing the way Virginia's diverse regions collaborate on economic and workforce development activities. The objective of the GO Virginia initiative is to promote the creation of high-wage careers, private sector job growth, and diversification across the Commonwealth through incentivized collaboration between business, education, and government. The Virginia Growth and Opportunity Fund (VGOF) provides grant funding for regional projects that align with the GO Virginia mission as well as each region's industry targets and strategies.

UVA Wise serves as the support organization for the GO Virginia Region One Council, which includes the counties of Bland, Buchanan, Carroll, Dickenson, Grayson, Lee, Russell, Scott, Smyth, Tazewell, Washington, Wise, and Wythe, and the cities of Bristol, Galax, and Norton. The council has identified specific target industries with the greatest potential to create higher-paying jobs. UVA Wise provides staff support to a 21-member board that is primarily led by private industry with representatives from education, workforce, local government, and

economic development. As the support organization, UVA Wise has assisted the Region One Council in awarding 19 Per Capita projects; these projects were awarded \$3,396,552.19 in GO Virginia monies and have leveraged an additional \$4,153,771.20.

In April 2020, the GO Virginia State Board authorized the use of statewide competitive funds to respond to the unprecedented economic conditions facing Virginia due to the near and long-term effects of COVID-19 on regional economies. This initiative focuses resources on economic resilience and recovery while staying true to the GO Virginia mission. UVA Wise assisted the Region One Council in awarding three Economic Resilience & Recovery Fast Access Implementation projects; these projects were awarded \$268,496 in GO Virginia funds and have leveraged \$138,076. Lastly, UVA Wise provided assistance to the Region One Council in awarding one Economic Resilience & Recovery Competitive Statewide project; this project was awarded \$2,950,000 in GO Virginia monies and leveraged \$1,475,000.

SWVA Talent Mobilization & Small Business Retooling Initiative

GO Virginia partnered with the region's higher education institutions to mobilize the talent of Southwest Virginia in cross-disciplinary teams of students that assisted small businesses in developing or enhancing their online presence. These students possessed backgrounds in web development, social media marketing, content creation, project management, marketing, and communications. Student interns were compensated \$14 per hour, working 15-20 hours per week for a 12-week period over the summer of 2020. Students were and supervised by faculty at each participating higher education institution. Partnerships with SBDCs, DMOs, & PDCs helped to identify qualifying business that were in need of an online platform.

The UVA Wise Career Discovery & Planning Center staff assisted in administering this project and collaborated with Bluefield College, Mountain Empire Community College, Southwest Virginia Community College, Wytheville Community College, and Virginia Highlands Community College to develop internship teams of 2–3 students.

Small Businesses

- 19 small businesses served
- 45 social media accounts created or enhanced
- 13 websites created or enhanced
- 2 webinars offered

Student Interns

- 10 student interns participated, representing:
 - Bluefield College
 - Mountain Empire Community College
 - The University of Virginia's College at Wise

Faculty Mentors

- 4 faculty mentors participated, representing:

- Bluefield College
- Mountain Empire Community College
- Southwest Community College
- The University of Virginia's College at Wise

Appalachian Prosperity Project

The importance of research partnerships between the University of Virginia and the University of Virginia's College at Wise has become even more apparent during the past year. The COVID-19 pandemic continues to highlight the economic, health, educational, and environmental inequities in far Southwest Virginia, presenting opportunities for higher education institutions to leverage resources for building capacity for community engaged research and multi-stakeholder projects. The support from both institutions has been critical to a successful launch of the Research Program Manager position. Early in 2020, the College developed a plan of work for the year ahead, categorizing the work into four focus areas with the following goals:

- Increase community partnerships and raise awareness about Research Project Managers as a resource for Southwest Virginia.
- Enhance the research infrastructure for UVA and UVA Wise to support more community driven projects by engaging faculty and key stakeholders at both institutions and supporting objectives to strengthen and leverage the partnerships between UVA and UVA Wise.
- Develop a strategic grant capture plan that calls upon new opportunities and those already underway. Articulate and define deliverables for one large project and identify 3–5 large-scale grant opportunities and funders.

Professional Development

The pandemic presented complex challenges for individuals, businesses, and organizations throughout the region. With these challenges in mind, UVA Wise designed and hosted two webinars with the goal of supporting small business and other organizations. “Marketing Your Business During the Pandemic” and “Managing in a Virtual World” were offered online at no charge to attendees in April of 2020 with over a total of 80 participants.

UVA Wise has also partnered with People Incorporated and the New River/Mount Rogers Workforce Development Board to host the annual Career Academy summer camp in June of 2021. The Career Academy is offered through the Workforce Innovation and Opportunity Act (WIOA), which is designed to strengthen and improve the nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers. This year marks UVA Wise's fourth opportunity to develop and execute the camp. The 2021 camp was designed to include both in-person and virtual presentation opportunities to introduce students to various career pathways in a safe environment.

In addition, UVA Wise Abingdon has continued to provide their regular professional development programs, both virtually and in-person. Over the past year, almost 29 programs were offered with over 460 total participants.

Opportunity SWVA

Rally SWVA

Rally SWVA (Real Action Leadership Learning) is building community leadership capacity and reinforcing collaborative, entrepreneurial communities across the region through an action learning mini-grant program that engages local leaders in working together to make their communities a better place for small businesses.

The program provides the selected community with a \$3,000 grant for a project that advances the community vision and supports business development. The Rally SWVA process provides positive coaching, leadership development activities, and facilitated discussions that emphasize goal setting based on a shared vision, consensus building, outcome measurement, and moving from talk to action. Within a few months, community members achieve something together toward their shared revitalization goals and then celebrate it (the Y is for YAY!).

This spring, UVA Wise wrapped up Rally Round 8 in Pound and Bluefield, Virginia. The Town of Pound completed their Rally project on April 17, 2021. The town chose to refurbish a local vintage sign into a welcome sign for their community. After the sign was installed, the town celebrated by hosting a socially distanced river cleanup and community celebration at the Pound Historical Society. This event also included a youth photo contest for children to show their love of the town through photography.

The Town of Bluefield completed construction on their community deck project on June 8, 2021, and a community celebration is being planned for later this summer. They have begun work on their next project, a downtown mural.

UVA Wise has started conversations with the communities of Wise and Cedar Bluff for the next round of Rally projects, likely beginning in fall 2021.

Rally ReUnite

Launched at the start of the pandemic on a weekly basis, Rally ReUnite connects communities to each other and resources, keeps participants abreast of the ever-changing landscape during the pandemic, and allows an opportunity to discuss approaches to supporting entrepreneurs and small businesses.

The group continues to meet virtually bi-weekly in 2021. Guest speakers for these meetings have included representatives from the Cumberland Forest Community Fund and UVA Wise Connects. Rally ReUnite also provides time for partner updates from organizations and local

communities, including the Small Business Development Centers, DHCD, Virginia Tourism Corporation, and Friends of SWVA.

Refocus & Rebuild Series 3: Technology

UVA Wise partnered with the Small Business Development Centers and Virginia Community Capital to host Refocus and Rebuild webinars, with three series being offered since the start of the pandemic. This program connects communities and entrepreneurs to subject matter experts related to various topics such as risk management, crisis management, logistics, and more. Recent conversations specifically assisted businesses with post-pandemic business planning.

The third series of the Refocus & Rebuild webinars began on February 4, 2021, and were hosted bi-weekly through June 10, 2021. The focus of this series covers various aspects of technology/IT to meet the needs of businesses and organizations of all sizes. Past topics have included websites/e-commerce sites and security, sourcing software, and backing up and protecting data and customer information.

Southwest Virginia Regional Ecosystem Initiative

OEDSI has provided staff support to Opportunity SWVA since 2011, when the department led regional efforts to design the entrepreneurship blueprint. Since that time, OEDSI has convened Opportunity SWVA in bi-monthly meetings and serves as the fiscal agent for state, federal and foundational grants as the network-supported entrepreneurial initiatives.

Most recently, UVA Wise, on behalf of Opportunity SWVA and at the request of the GO VA Region One council, initiated an analysis of the region's ecosystem to develop strategies to move the region forward. In a parallel effort, UVA Wise commissioned the design of the region's first accelerator program to be launched out of the Oxbow Center, a co-working and ecological education center operated by UVA Wise in the Town of St. Paul, Virginia. The Oxbow Center was opened in the fall of 2019, becoming the coalfields' first co-working space.

Having been identified by UVA Wise and its partners as one of the ecosystem's deficiencies, the accelerator will be led by UVA Wise but will rely on the existing partnership within the steering team of Opportunity SWVA. UVA Wise and Opportunity SWVA hope to both increase entrepreneurship start-up rates in Southwest Virginia (through GO VA Region One) and create a robust ecosystem to support entrepreneurs and scale-up businesses by launching an accelerator program, developing and distributing programming that targets underrepresented individuals in the entrepreneurship arena, and organizing a continuum of leadership development opportunities to strengthen community development capacity in support of small business.

Oxbow Center and Clinch River Ecological Education Center (CREEC)

Located in St. Paul, the UVA Wise Oxbow Center is attracting technology companies with virtual work opportunities as well as individual technologists who can work from anywhere with

significant broadband capacity. The center offers the region's first co-working space and supports a shifting remote-work economy. The College intends to provide resources that are open to the business public, such as on-site speaker series, connections to mentors, and other events to connect existing businesses with the Opportunity SWVA network of expertise and capital.

In addition to the innovation center, UVA Wise is establishing the region's first field station within the Oxbow Center. The College is a founding member of the Clinch River Valley Initiative (CRVI), which has resulted in several successes, the most significant being the advocacy for the creation of the Clinch River State Park. Given the economic biodiversity of Southwest Virginia and the Oxbow Center's location along the banks of the Clinch River, its strategic positioning can be leveraged to support environmental education, which is in alignment with both the College's existing expertise and the assets of the region. In Spring 2021, UVA Wise completed renovations on the Phase II of the Oxbow Center, which included CREEC. Funding for this project was provided by the Virginia Coalfield Economic Development Authority (VCEDA) in the amount of \$486,994.

Cumberland Forest Community Fund

UVA Wise in partnership with The Nature Conservancy presented the Cumberland Forest Community Fund—a grant opportunity offering \$100k to nature-based economic and community development projects that make tangible contributions toward local economies, community capacity, and environmental quality. The fund was open to eligible applicants in seven counties in Southwest Virginia—Wise, Russell, Tazewell, Dickenson, Buchanan, Lee, Scott and City of Norton.

The application period for this round of funding ended March 29, 2021. Fifteen applications were received, and the announcement of awards is anticipated in June 2021.

"We are very excited to be partnering with UVA Wise to launch this new grant program that will provide seed funding to support entrepreneurial individuals and communities that have viable plans for sustainable nature-based economic development. This funding will help support local projects and local communities, creating positive outcomes for both people and nature." —Brad Kreps, The Nature Conservancy, Clinch Valley Program Director

Career Discovery and Planning

SCHEV

The State Council of Higher Education for Virginia (SCHEV) awarded funding for two programs administered by the Career Discovery and Planning team: Wise and Ready (\$25,000) and CENTERN (\$40,000).

Through the Wise and Ready grant, a task force continues to meet to create an institutional vision and plan for experiential learning.

The CENTERN grant wrapped up December 2020 and granted full-time enrolled students access to Handshake, a platform employers use to post jobs and internships. They can also use an artificial intelligence platform for resume reviews and interview practice as well as an assessment platform to help them pick majors and careers.

Since Handshake's implementation, UVA Wise students have been exposed to thousands of positions, including hundreds of internship and job postings with technology companies in Virginia and throughout the United States. As of the end of the grant period, students submitted applications for 78 internships and 53 jobs, including positions as gameplay programmers, globalization engineers, software developers, software engineers, iOS mobile engineers, analytics researchers, applied researchers, product security engineers, information security interns, sensor engineers, and advanced robotics engineers.

"The SCHEV Round 2 Innovative Internship Program grant funds enabled UVA Wise to provide a robust job and internship search tool for students. It also provided the College a way to track student internships and other valuable metrics, such as graduate outcomes." —UVA Wise Chancellor Donna Henry

CENTERN grant funding was also used for professional development for internship coordinators, creation of an internship coordinator committee, and an outreach campaign to highlight process improvement, which included the creation of a video to recruit student interns and employers as well as promote the Oxbow Center.

Wise Minds at Work (WMAW)

Beginning in the summer of 2017, UVA Wise expanded its cybersecurity programming capacity by adding cybersecurity expertise through faculty and including new courses within the existing technical degree programs. Since that time, the College has launched a portfolio of activities including competitions, a cybersecurity club, and an annual symposium.

Additionally, the UVA Wise Works internship program has attracted the attention of technology companies from outside the coalfield region to create internships for students, particularly those pursuing degrees in software engineering, computer science, and management information systems. These internships have resulted in post-graduation full-time employment for the majority of the students who participated. Wise Works has demonstrated that Southwest Virginia can leverage significant investments in broadband throughout the region and the creation of coworking locations such as the Oxbow Center in St. Paul, Virginia, to create meaningful work experiences for technology students.

As a result, the College created Wise Minds at Work (WMAW), an intensive in-the-field learning experience that brings together students and cross-disciplinary teams to address cybersecurity challenges of for-profit businesses and other organizations. Technology majors anchor these teams, but the teams may also include students majoring in criminal justice, psychology, sociology, and other disciplines based upon the needs of the specific industry partner and as dictated by the needs of the project.

UVA Wise Works

UVA Wise Works, funded by the UVA Strategic Investment Fund (SIF), is a program that works with regional employers seeking to hire UVA Wise technology students. K-VA-T/Food City and Thompson + Litton recently partnered with the College, and recruiting efforts are currently underway to find intern matches for their needs. Mapcom Systems is re-entering the program, and Peregrine Computer Consultants Corporation (PCCC) and Atomicorp continue to employ interns.

"I was a first-generation computer science student who'd never seen a line of code until coming to Wise, so things were sometimes difficult for me. Through the UVA Wise Works program, I was able to find an internship that helped me to learn my field through practice rather than study, develop meaningful connections in my field, as well as paying the financial resources to continue studying to graduation. I'm very grateful for the opportunity presented to me by Wise Works and by my employers." —Jared Ring, Atomicorp, previous Wise Works intern

Wise Innovation Ecosystem (Wise IE)

The UVA Strategic Investment Fund (SIF) leverages existing investments to support the Wise Innovation Ecosystem in increasing enrollment in technical programs and creating a more robust culture of entrepreneurship and innovation.

Over the previous year, the College expanded upon programs at its student innovation center, The Nest, while faculty and staff made significant progress in promoting software engineering, computer science and management of information systems (MIS) courses, creating internship opportunities for students and sponsoring entrepreneurial activities to bolster economic development in Southwest Virginia.

Healthy Appalachia Institute — LENOWISCO Oral Health Partnership and Summit

Utilizing funds from DentaQuestPartnership and working with the LENOWISCO Planning District Commission, UVA Wise Healthy Appalachia Institute worked to support ongoing efforts to increase awareness around the importance of oral health.

Healthy Appalachia Institute led regional planning efforts to host the first-ever Southwest Virginia Oral Health Summit, a virtual conference, on September 11 and 18, 2020. The Summit was designed for both community members and oral healthcare providers and featured continuing education opportunities. Panelists focused on dental health issues in rural Appalachia, including Virginia's Medicaid expansion, links between oral and systemic health, public health trends, a regional opioid epidemic, and the current dental workforce and future recruitment needs.