

October 10, 2011

MEMORANDUM

TO: The Committee on The University of Virginia's  
College at Wise:

Marvin W. Gilliam Jr., Chair  
W. Heywood Fralin  
Robert D. Hardie  
Stephen P. Long, M.D.  
George Keith Martin  
John L. Nau III  
Helen E. Dragas, Ex Officio

and

The Remaining Members of the Board:

A. Macdonald Caputo	Mark J. Kington
Hunter E. Craig	Randal J. Kirk
The Hon. Alan A. Diamonstein	Vincent J. Mastracco Jr.
Allison Cryor DiNardo	Timothy B. Robertson
Glynn D. Key	Jonathan B. Overdevest
Edward D. Miller, M.D., Ex officio	

FROM: Susan G. Harris

SUBJECT: Minutes of the Committee on The University of Virginia's  
College at Wise Meeting on October 10, 2011

The Board of Visitors Committee on The University of Virginia's College at Wise met, in Open Session in the Dogwood Room of the Slemp Center at the University of Virginia's College at Wise, at 10:20 a.m., on Monday, October 10, 2011; Marvin W. Gilliam Jr., Chair, presided.

Present were W. Heywood Fralin, Robert D. Hardie, and Ms. Helen E. Dragas, Rector.

Present as well were Hunter E. Craig, the Honorable Alan A. Diamonstein, Mark J. Kington, and Timothy B. Robertson.

Present, too, were Ms. Teresa A. Sullivan, David J. Prior, Michael Strine, Ms. Susan G. Harris, Ms. Nancy Rivers, John D. Simon, and Ms. Debra D. Rinker.

Also present from the UVA-Wise College Board were Michael Allen, Paul Buchanan, Ron Flanary, Ms. Marcia Gilliam, Don Green, George Hunnicutt, Charlie Jessee, Lewey Lee, Ms. Karen Mullins, Rick Mullins, and Roger Viers. Senator William Wampler was present as well.

The Rector opened the meeting and thanked the College at Wise Board and administrators for their hospitality, with a special thanks to Marcia Gilliam, chair of the Board and hostess for a dinner the previous evening. Ms. Dragas said she has seen a transformation in the College since she has been on the Board of Visitors. She asked the Committee at Wise chair, Mr. Gilliam, to conduct the meeting. The Chair introduced Chancellor Prior, who said he sees a fierce sense of pride in the people of the region.

Chancellor Prior said the first agenda item is appointing Karen S. Mullins to the College at Wise Board. Mr. Prior read the write-up and resolution, and added that not only is Ms. Mullins a graduate, but her children attended the College at Wise, and he looked forward to seeing her grandchildren at the College in the future.

Action Item: Appointment to the Wise Board

On motion, the Committee adopted the following resolution and recommended it to the full Board for approval:

APPOINTMENT TO THE BOARD OF THE UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE

RESOLVED, Ms. Karen S. Mullins is appointed to The University of Virginia's College at Wise Board for a four-year term ending June 30, 2015, in accordance with the Board's bylaws.

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Action Item: Committee Goals

Mr. Prior said that he had worked with Mr. Gilliam on goals for the upcoming year, which are an expansion and modification of last year's goals. He outlined the following goals for Fiscal Year 2011-2012:

1. Complete "Envisioning 2020: A Blueprint for Success."
2. Implement additional strategies to improve retention, progression, and six-year graduation rates, including the early alert retention program.

3. Seek funding for full-time leadership and sustainability for the Healthy Appalachia Institute.
4. Launch "Pathways to Science & Engineering Careers: A Community-based Initiative."

On motion, the Committee adopted the following resolution and recommended it to the full Board for approval:

APPROVAL OF THE UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE GOALS FOR 2011-2012

RESOLVED, the Committee on The University of Virginia's College at Wise Goals for 2011-2012 are approved as presented.

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Chancellor Prior gave an update on the 2010-2011 Committee Goals.

1. Develop a comprehensive planning program, "Envisioning 2020: a Blueprint for Success."

Chancellor Prior appointed 17 members representing the campus community to serve as the Envisioning 2020 (E2020) Committee. The committee is chaired by Provost Sandy Huguenin and has been meeting regularly since late 2010. The work of the committee is divided into three phases: discovery, development, and review/approval. The committee is on schedule to meet the original timeline - final approval of the plan by the Board of Visitors in June 2012.

Discovery: The E2020 committee has gathered and reviewed reports and data that include:

- Peer benchmarking on 42 data points including efficiencies, faculty salaries, freshman profiles, enrollment, revenues, retention, staffing, expenses, need-based aid, etc. to five different peer groups, including institutions within 50 miles, national public baccalaureate institutions, Council of Public Liberal Arts Colleges (COPLAC) institutions, four-year Virginia institutions, and public baccalaureates with 30-40% of students receiving PELL grants.
- UVa-Wise historical and current data on enrollment (full-time/part-time, level, out-of-state/in-state, etc.), freshman profile, retention, faculty salaries, faculty productivity, degrees conferred by major, Integrated Postsecondary Education Data System (IPEDS) Finance Data, endowment assets, and more.
- Operating budget, current and historical. Funding trends and sources of non-general fund revenue.

- Top Jobs legislation, Restructuring legislation, Institutional Performance Standards, historical trends in higher education, and capital outlay plans.
- Creating the Future 2012, the last strategic plan and progress reports.
- Results of the UVa-Wise Board's Fall 2010 retreat.
- Results of multiple campus forums for staff, faculty, and students held in Spring 2011.
- Results of interviews of thought leaders (on-going).

Mr. Prior said the retreat was the first step in envisioning what Wise might be. The next retreat will further engage the College at Wise and Foundation boards using a facilitator recommended by the Association of Governing Boards (AGB).

The E2020 Committee completed a vision statement and is currently editing the first draft of the goals and strategies. Once the goals and strategies are finalized, the committee will assign measures, targets, responsibilities, and time horizons, as well as determine approximate costs. Care will be taken to fully integrate the six-year plan and metrics required under the Top Jobs legislation.

The Faculty Senate, the Provost's Council, Cabinet, Staff Council, and Senior Staff will review the Envisioning 2020 plan before the sequential process of review and approval by the Chancellor, President, UVa-Wise Board, and the Board of Visitors.

2. Develop a plan to improve retention, progression, and six-year graduation rates to a percentage above 70%.

A multi-point plan to improve student success is nearing completion. The plan is comprehensive and addresses student success strategies from enrollment to graduation.

An adjustment in admission standards reduced the number of provisional enrollees by 52.1% in Fall 2011 (73 in Fall 2010 to 35 in Fall 2011), resulting in a smaller freshman class, but providing the potential to increase first- to second-year retention and student persistence to graduation. In addition, the percentage of freshmen ranked in the top 10% of their graduating class rose to 27% in Fall 2011, up from 21% the previous year.

An early-alert retention program, included in the College's Top Jobs 21 six-year plan, is in the final development stage. This program includes a predictive model to identify student risk factors, a method for collecting self-reported challenge areas, attendance

monitoring, and a focused approach on academic advising that provides better training and that is tailored to at-risk students.

At the Southwest Virginia Higher Education Center in Abingdon, efforts are underway to increase degree completion for adults including potential new cohorts in accounting and psychology and planning for a pilot program for on-line completion.

3. Develop a comprehensive regional health and wellness program to complement the current summer rural area medical event in Wise that is supported by the University of Virginia Health System personnel.

The College received an \$8.3 million gift, the largest in the school's history, from the Richard and Leslie Gilliam Foundation to build an 11,000 square foot Health & Wellness Center as an addition to the Slemp Student Center, and to renovate the lobby and locker rooms of Greear Gymnasium. The gift leverages the work of the Healthy Appalachia Institute on the campus and in the region. Richard Gilliam is a 1974 alumnus of the college and both Mr. Gilliam and his wife, Leslie, are natives of Southwest Virginia.

The Healthy Appalachia Institute (HAI), a partnership with the University, continues its work to improve the health outcomes in the region. Below is an update on a few key projects.

- Healthy Appalachia Works, a \$1 million project supported by the Virginia Tobacco Commission, is a partnership between the Emily Couric Cancer Center and the Healthy Appalachia Institute. A National Cancer Institute study identified five geographical clusters in the United States with elevated levels of cervical cancer morbidity and mortality; one cluster is in Southwest Virginia. Healthy Appalachia Works is working to improve cervical cancer screening and treatment in the region. The newly created video-colposcopy program, led by Dr. Peyton Taylor, has already provided over 150 underserved, working women with a telemedicine connection to specialty care. It has also resulted in colposcopy training for five nurse practitioners and one physician in the area, increasing the number of local public health care providers qualified to perform this procedure by a factor of five. In addition, digital mammography and follow-up care through telemedicine has reached nearly 600 underserved, working women with more requiring services. Healthy Appalachia Works is also providing new telemedicine sites throughout Southwest Virginia.
- Through the support of the Verizon Foundation, the UVa-Wise Department of Nursing is developing one of the first telehealth nursing curricula in the state, in cooperation with the U.Va. Office of Telemedicine. The college will host a telehealth summit in Spring 2011.

- The Healthy Appalachia Student Fellows program supports UVa-Wise and U.Va. students in conducting summer research and work internships with a faculty mentor. Students receive a \$3,000 stipend so that they can choose research rather than summer work. Healthy Appalachia Institute (HAI) also partners with U.Va.'s Center for Global Health to provide an opportunity for one student each year to do research in Africa. Currently, four HAI Fellows graduates are in medical school, one is attending school to become a nurse practitioner, one is a practicing nurse practitioner, and one is doing a year-long internship with a health systems administrator. Rachel Belcher, a May 2011 graduate, just began her studies at the U.Va. School of Medicine.
- HAI just completed its second year as a designated "emerging institute" with the National Network of Public Health Institutes, with support from the Robert Wood Johnson Foundation. HAI is now considered a sustainable entity by the organization.

The Weldon Cooper Center for Public Service completed "Oral Health and Dental Care Workforce in Southwest Virginia," a health impact and feasibility study commissioned by the college with support from the Virginia Tobacco Commission, the Virginia Coalfield Economic Development Authority, and the Wise County Industrial Development Authority. Based on the study results, the college will not be moving forward with Phase 2 of the initiative, which was to determine the economic impact of a dental school in the region.

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#### Fall 2011 Update

Mr. Prior showed a video clip of a football game in September against Emory and Henry College with a last minute, spectacular touchdown to win the game. Mr. Prior then updated the Committee on noteworthy items since the Chancellor's report in June.

#### Academic Affairs

Mr. Prior said the Slemple Foundation funds three programs to support the College's academic mission:

- \$25,000 to support the College's Southwest Virginia Summer Opera Company.
- \$60,000 to support undergraduate research by funding student field research in archival and scientific settings, providing resources for students to present the outcomes of their research at academic conferences, and giving support for faculty members to mentor and guide undergraduate research.

- \$100,000 will fund a three-year Appalachian warfare civil war history program. The program annually will bring preeminent scholars to campus for a series of academic and public programs that reflect the uniqueness of the civil war in the region and its lasting impact.

He said the College also received a \$30,000 grant from Dominion Power for a biological survey of the public access river walk area in Norton. This is a biodiversity study to gauge any disruption of the ecosystem.

The College has developed relationships with two new sister institutions: the University of Luxembourg and the University of Limerick (Ireland). The College also has recently signed a memorandum of understanding with the Technical University in Dortmund, Germany for short study tours.

#### Development and College Relations

Gifts and pledges for the fiscal year ended June 30, 2011, total \$11,173,961. In Fiscal Year (FY) 2011, nine scholarship funds were established. Gifts for scholarships totaled \$1,422,911. The College received gifts from 2,791 donors including 809 alumni. As of August 31, \$61.7 million has been raised toward the \$50 million goal for the *Fulfilling the Dream Campaign*.

#### Enrollment Management

Mr. Prior said the Office of Admissions reduced the number of provisional admission offers by 46.5% (69 in Fall 2011 as compared to 129 in Fall 2010) and reduced the number of provisional enrollees by 52.1% (35 in Fall 2011 as compared to 73 in fall 2010). Freshmen enrollment for Fall 2011 totaled 370 new students as compared to 417 in Fall 2010. Approximately 18% of students are multi-cultural by heritage, and 93% are Virginians. The two enrollment growth areas within the Commonwealth were Southside and Southwest Virginia.

He said 69% of the transfer class attended a Virginia community college; 5% from other two year colleges; 26% from four year colleges. Transfer students do not gain the College any credit on the graduation rate calculations because those follow first-year students through to graduation.

Mr. Prior explained that 65% of the College's student body qualified for need-based financial aid in FY 2011; 47.2% received Federal Pell Grants and 31.7% had an expected family contribution of \$0. There is huge financial need among their population, and yet the College has been cited for the lowest debt load of publicly ranked

colleges in the country. They work hard to keep students from taking out large loans.

#### Construction/Renovations

The Convocation Center received its Temporary Certificate of Occupancy in August, and became operational in September. It is the largest event center in southwest Virginia and will host high school volleyball, basketball, and wrestling tournaments as well as other entertainment for the region. Papa Joe Smiddy's band kicked off the opening of the Center.

The renovation of Smiddy Hall achieved substantial completion in late July. Mr. Prior said the renovation of Crockett Hall has been especially important to the College—it is their Rotunda.

The Accessibility Project is well underway and should be substantially complete by early November, allowing access from the main campus to the new Convocation Center.

Design work is proceeding on the College's new library. This \$50M project is the largest capital project in the history of the College.

In June, the College was notified that the Science Center renovation had been certified as LEED Platinum by the United States Green Building Council. This is only the second building in the Commonwealth to achieve platinum status.

#### Economic Development

Economic Development continues to be a critical component in the College's outreach to the region. The enrollment in the Darden/UVA-Wise Partnership for Leadership Development program has been good. At present, 22 companies have enrolled 90 employees from six states, including CGI Technologies, Alcoa, Northrop Grumman, General Dynamics, Alpha Natural Resources, AT&T, Eastman Chemical, and K-VA-T. Director Shannon Blevins deserves a great deal of the credit for the success of this program.

The program to provide continuing education to K-12 teachers has been very well received. The continuing education group built a curriculum that can be completed in 24 months to serve teachers on provisional certificates.

#### Information Technology

The Jenzabar EX student system implementation has matured and is being used extensively by the entire campus community. In October 2011, the UVA-Wise Regional Technology Symposium will feature a keynote presentation from Steve Brandon, retired Senior Vice President of MONSTER.COM and now Strategic Business Consultant. His address

will focus on being an entrepreneur within your organization, which is the focus topic of the symposium this year.

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Mr. Prior welcomed Papa Joe Smiddy, the first chancellor of the College, as he entered the meeting room with Don Pippin, former member of the Board of Visitors. He said some of the people in the room were in the first class at Wise.

Mr. Diamonstein asked if state senator William Wampler would say a few words as he was stepping down from the Virginia Senate. Senator Wampler reflected on the upcoming legislative session, assuring the audience that the Governor would do everything he could to provide funding to higher education. He challenged the Board of Visitors to step back and view the big picture in the state. He said there are the "haves" and "have nots" in higher education; the "haves" can use market power to stay financially sound, but he worries about the "have nots". He said the Governor sees the College at Wise as ramping up to 2500-2600 students; whether or not this level is met, the institution is moving rapidly to help the Governor achieve his goal of 100,000 new degrees.

Mr. Prior thanked Senator Wampler for his remarks, and commented that "Colonel" Wampler had started the ROTC program at the College. He said the Senator has been a very good friend to the College and they will miss him and Representative Bud Phillips on the region's legislative delegation.

On motion, the meeting was adjourned at 11:35 a.m.

SGH:lah

These minutes have been posted to the University of Virginia's Board of Visitors website. <http://www.virginia.edu/bov/uvawiseminutes.html>