UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
MEETING OF THE COMMITTEE ON
THE UNIVERSITY OF VIRGINIA'S
COLLEGE AT WISE
SEPTEMBER 20, 2013
COMMITTEE ON THE UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE

Friday, September 20, 2013
9:15 – 9:45 a.m.
Board Room, The Rotunda

Committee Members:
Marvin W. Gilliam Jr., Chair
Allison Cryor DiNardo
Helen E. Dragas
William H. Goodwin Jr.
John A. Griffin

Stephen P. Long, M.D.
Edward D. Miller, M.D.
Timothy B. Robertson
George Keith Martin, Ex-officio
Bryan H. Hoyt, Faculty Consulting Member

AGENDA

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UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia’s College at Wise

AGENDA ITEM: I.A. State Required Six-Year Plan

BACKGROUND: As a key component of the Higher Education Opportunity Act of 2011, each institution of higher education is required to develop a six-year plan that includes tuition and fee increases based upon institutional programs and strategies developed to meet the priorities of the legislation. Institutional plans are reevaluated in the even years, updated in the odd years, and submitted annually to the State Council of Higher Education (SCHEV). The guiding principle of the College's plan in FY12 was to continue its commitment to student success and service to Southwest Virginia, focusing on student retention through improved programs and initiatives.

DISCUSSION: The FY14 Six-Year Plan consists of a re-examination of tuition and fees and modifications to revenues and financial aid based on actual numbers that are not available in the even years. A review of the strategies and programs outlined in the FY13 plan was also completed. The FY14 plan reduces the earlier planned tuition increase from 8% to 4%. This smaller increase reflects additional state funding received for specific programs and strategies outlined in the FY13 plan. Funding revisions to the programs and strategies also reflect the state funds appropriated. The reduction in tuition and fees addresses the requirements of the Commonwealth while focusing on the College’s needs.

The six-year plan for UVa-Wise is tied closely to the College’s mission – student success and service to the region. The objectives support the Top Jobs Act (TJ21) and are designed to produce more college degrees including more degrees in Science, Technology, Engineering, and Math (STEM) areas. The College proposes a unique plan to help boost interest in degree production and STEM readiness. "The Early College Academy" is a visionary proposal that will allow eminently talented high school seniors from the Southwest Virginia Public Consortium service area to participate in a residential academy to complete their first year of college coursework while completing their high school degrees.
Students in The Early College Academy will be fully immersed in a challenging college-level STEM curriculum. This course of study will ensure that they are prepared for the rigors of STEM-H college work in disciplines such as engineering, computer science, and software engineering.” The College will offer a “summer bridge” program to provide additional course work in English and mathematics allowing them to be successful in college.

ACTION REQUIRED: Approval by the Committee on The University of Virginia’s College at Wise and by the Board of Visitors

APPROVAL OF THE STATE REQUIRED SIX-YEAR PLAN FOR FY14-16

RESOLVED, the Six-Year Plan for FY14-16 for The University of Virginia’s College at Wise is approved as presented.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia’s College at Wise

AGENDA ITEM: I.B. Committee on Wise Goals for 2013-2014

BACKGROUND: Each year the Committee on Wise sets goals to move the institution forward.

DISCUSSION: Proposed goals for the Committee on Wise for 2013-2014 are:

1. Improve enrollment and retention by:
   a. Applying the new predictive model for student success for fall 2014 recruitment and student retention;
   b. Completing enhancements to residential life program by redesigning resident advisors training, implementing programs and services to engage more residential students and increasing faculty involvement in residential life programs; and
   c. Developing a summer bridge program for incoming freshmen to be launched in summer 2014.

2. Increase visibility and reputation of UVa-Wise by:
   a. Redesigning all printed recruitment materials; and
   b. Securing external firm and beginning the redesign of the College’s website, with special emphasis on interactivity and the admissions webpage.

3. Enhance STEM-H programs by:
   a. Instituting the development of an on-line RN to BSN program;
   b. Increasing the engagement of teaching faculty in the recruitment of students enrolled in STEM-H programs; and
   c. Pursuing national accreditation for chemistry.

4. Improve faculty salaries and development by:
   a. Implementing year two of the six-year faculty salary adjustment plan;
   b. Increasing professional development funds for faculty to attend and present at national conferences and meetings; and
   c. Increasing resources for departmental equipment and books.
5. Enhance entrepreneurship opportunities in Southwest Virginia through the implementation of The Blueprint for Entrepreneurial Growth and Economic Prosperity in Southwest Virginia. (Coordinated by the College’s Office of Economic Development under the umbrella of the Appalachia Prosperity Project, a partnership with the University, the Blueprint was recently cited by Virginia’s Rural Jobs Council as a model for the state.)
   a. Launching of the UVa-Wise Cup;
   b. Publishing of entrepreneurship success stories from Southwest Virginia; and completing update on Entrepreneurship Blueprint implementation.

ACTION REQUIRED: Approval by the Committee on The University of Virginia’s College at Wise and by the Board of Visitors

<table>
<thead>
<tr>
<th>APPROVAL OF THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE COMMITTEE GOALS FOR 2013-2014</th>
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<tbody>
<tr>
<td>RESOLVED, The University of Virginia’s College at Wise Committee goals for 2013-2014 are approved as presented.</td>
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BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia’s College at Wise

AGENDA ITEM: I.C. State Operating Budget Requests for the 2014-2016 Biennium

BACKGROUND: In odd numbered years, the College submits its requested amendments to the biennial budget to the Department of Planning and Budget for review by the Governor for inclusion in the biennial budget which is submitted to the General Assembly in December. Operating amendments for the College total $1,864,600 in General Funds (GF) for the Biennium and $100,000 in Non-General Funds (NGF) for the Biennium. The Committee on the College at Wise is asked to approve the proposed operating and capital amendments for the College at Wise.

DISCUSSION: Agencies have been instructed to submit proposed budget amendments to the Commonwealth by September 16, 2013. Items such as faculty and staff salary increases, base budget adequacy, and undergraduate financial aid are cross-cutting issues that will be addressed by the state for all institutions.

Depending on the outcome of the Governor’s budget process, the College may want to submit the following amendments, and possibly others, to the legislative session in January 2014. Any requests not included on this list that might be submitted to the General Assembly will be communicated to the Board of Visitors in advance of the due date.

AGENCY 246 – University of Virginia’s College at Wise Operating:

STEM Early College Academy ($260,383 GF; $50,000 NGF and three FTE in FY15 to support the planning and development of the STEM Early College Academy and $866,001 GF; $50,000 NGF and seven FTE in FY16 to support the fall 2015 startup of the STEM Early College Academy). In meeting the objective of the Virginia Higher Education Opportunity Act (HEOA) of 2011 to create new programs or initiatives to further the Commonwealth’s objectives, The University of Virginia’s College at Wise (UVA-Wise) will develop a one-year residential STEM Early College Academy for high-achieving high school seniors, with no direct cost to the student. Students residing within the Southwest
Virginia corridor will be offered admission into this highly selective program based upon their high school academic credentials, writing and verbal skills, and the completion of the application process and personal interview with the selection committee. The planned curriculum will have a strong science and math component, with courses in calculus, chemistry, and biology. The liberal arts mission of the College will enhance the Academy through courses in composition and writing, while providing opportunities for students to engage in theatre, art, music, lectures, student life, and extracurricular programs. Forty students will be offered admission in fall 2015. Three new positions would be filled in 2014-2015 for a director, recruiter, and support staff. In 2015-2016, four Teaching and Research faculty positions will be filled. The College continues to provide numerous projects for public school students, including two Lego robotics teams, computer science/robotics summer camp for middle school students, astronomy nights for the community, computer science/software engineering traveling demonstrations, and Sigma Zeta math/science competitions. Also, a supplemental instruction program was piloted for entry-level courses in STEM disciplines. Funding for these programs has been accomplished without additional state GF support. The establishment of the STEM Early College Academy will provide a unique learning experience for high school seniors to earn their high school diploma and at least 24 hours of college credit, preparing them for the successful matriculation into STEM majors at four-year institutions of higher education.

High Need Degrees ($69,108 GF and one FTE in FY15 and FY16). To support the Virginia Higher Education Opportunity Act (HEOA) of 2011 to improve retention and graduation rates and increase degree production in the areas of science, technology, engineering, and mathematics, and other high-need areas such as the health care-related professions, The University of Virginia’s College at Wise (UVa-Wise) will continue to develop programs to enhance marketing efforts in STEM-H disciplines to include the college website and social media, develop an online RN to BSN program, increase the engagement of teaching faculty in the recruitment of students enrolling in STEM-H disciplines, explore the feasibility of developing collaborative masters level programs in STEM-H disciplines and create a full-time professional position focusing on internship/externship development and career counseling in STEM-H fields. The Computer Science and Software Engineering programs are engaged in a program to create targeted marketing to highly qualified students interested in Computer Science/Software Engineering.
In collaboration with the Admissions Office, College recruiting materials specific to the Computer Science/Software Engineering disciplines, have been developed along with unique recruiting events, such as an admitted student day. Highly performing students with superior high school records are being admitted as UVa-Wise freshmen directly into the Nursing program. The Department of Natural Sciences is working with Student Support Services to create a supplemental instruction program to increase retention rates in entry-level science courses. To increase the number of students gaining admission to the nation’s most selective medical and graduate schools, the College will offer in 2013-2014 financial support for test preparation courses for upper division students applying for first professional and doctoral programs. Sixty-eight students received degrees in STEM-H disciplines in 2012-2013, an increase of 3%.

Appalachian Prosperity Project:  ($300,000 GF and two FTE in FY15 and FY16 ). In support of the objective of the Virginia Higher Education Opportunity Act (HEOA) of 2011 to develop an instructional resource sharing program with institutions of higher education in the Commonwealth and to increase research, including regional and public-private collaboration, The University of Virginia’s College at Wise (UVa-Wise) will invest in the Appalachian Prosperity Project (APP) by staffing full-time leadership and administrative support personnel to move APP to the next level of excellence and capacity in continued service to Southwest Virginia. Through a collaborative partnership among UVa-Wise, the University of Virginia (UVA), the Virginia Coalfield Coalition, and numerous state, regional, and community partners, the APP is a university-community-industry partnership that uses a systems approach to simultaneously advance education (Appalachians Building Capacity), health (Healthy Appalachia Institute), and prosperity (Appalachian Ventures) in Southwest Virginia. Born in 2007 as a result of the Higher Education Restructuring Act, APP has grown into an impactful, well-respected, and powerful initiative, making a difference in a region experiencing even greater challenges with the recent decline in coal-related jobs. Supported since its inception with only in-kind resources from UVa-Wise and UVA, APP has leveraged $10.9 million in investments in Southwest Virginia within the last four years for a myriad of initiatives including: the development and implementation of regional strategic blueprints; The Blueprint for Health and Health-enabled Prosperity and The Blueprint for Entrepreneurial Growth and Economic Prosperity (recently cited by Virginia’s Rural Jobs Council as a model for the state), initiation of
world-class executive education through the Darden Executive Education program for local business leaders, increasing access to advanced care and clinical research through the UVA Cancer Center, including the training of health navigators and building the infrastructure necessary for citizens to access clinical trials in the future; and coordination of the Clinch River Valley Initiative with over 60 organizations participating, and partnering with communities such as the towns of Grundy and Appalachia to improve economic resilience and quality of life.

AGENCY 246 – University of Virginia’s College at Wise Capital:

Fund Wyllie Hall Renovation Project: ($6,640,000 GF). This project would establish the program guidelines and initial designs to convert Wyllie Library into a classroom and faculty office building.

The College is experiencing large and consistent growth in the student body. Properly planning for the conversion of the College's existing library into classrooms and faculty offices will aid in addressing the need for additional academic space on campus. This project will allow the College to plan for additional classroom and faculty office space through a thorough analysis of the current structure and needs/projected needs of the College.

Fund New Proscenium Theatre Project: ($31,700,000 GF). This project would establish program guidelines and initial designs and then construction for a proscenium theatre on campus. A core component of a liberal arts college is its visual and performing arts program and this project would address the College's need for a proscenium theatre on campus. At present there is not a proscenium theatre either on campus or in the region. In order to meet the Board's desire of the College at Wise becoming the top public liberal arts college in the nation, it is critical to have a facility of this type as a basic component of the arts curriculum. In order to properly meet the needs of the College and community, a thorough study of the requirements for a facility of this type is imperative.

ACTION REQUIRED: Approval by the Committee on The University of Virginia's College at Wise, by the Finance Committee, and by the Board of Visitors
APPROVAL OF THE OPERATING AND CAPITAL AMENDMENTS TO THE 2014 – 2016 BIENNIAL BUDGET

WHEREAS, the College at Wise has an opportunity to propose budget amendments for consideration by the Governor in his 2014 – 2016 Biennial Budget; and

WHEREAS, the six-year plans previously approved by the Board of Visitors and submitted to the state by the College at Wise provide the basis for the proposed amendments;

RESOLVED, the Board of Visitors of the University of Virginia approves the 2014-2016 biennial budget requests accompanying this resolution; and

RESOLVED FURTHER, the Board of Visitors understands that to the extent these initiatives are not included in the Governor’s 2014-2016 amended budget, the College may want to pursue similar requests to the Legislature; and

RESOLVED FURTHER, the President or her designee is authorized to transmit to the General Assembly any request not funded by the Governor as long as there are no material differences from the items already endorsed by the Board of Visitors.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia’s College at Wise

AGENDA ITEM: II.A. Remarks by the Chair of the Committee

ACTION REQUIRED: None

BACKGROUND: Mr. Marvin Gilliam, chair of The University of Virginia’s College at Wise Committee, will make opening remarks.

DISCUSSION: Mr. Gilliam will report on items of interest to the Board.
BACKGROUND: Each year the Committee on Wise sets goals to move the institution forward. On October 8, 2012, the Committee on Wise approved the following goals for FY13:

1. Implement a six-year plan to raise faculty salaries, using peer data comparisons based on discipline, rank, and years of service.
   • Through an internal reallocation, a $150,000 pool will be available to the Provost each year to minimize salary compression and for merit increases.


3. Continuing: Implement additional strategies to improve retention, progression, and six-year graduation rates, including the early alert retention program.

4. Continuing: Develop "Pathways to Science & Engineering Careers:
   • A "Community Based Initiative" with available programs and resources.

5. Healthy Appalachia Institute (HAI)
   A. Continuing: Seek funding for full-time leadership and sustainability for the HAI.
   B. Create an Appalachian Prosperity Project Academic Research Center that focuses on the integration of evidence-based practices in health, economic development, and education through the work of the HAI, Coalfield Ventures, and Appalachians Building Capacity.
      • The long-term goal of the APP Academic Research Center will be to guide improvement strategies, inform priorities and policies, assess impact, and create a compelling narrative for a more prosperous Southwest Virginia and a better quality of life for its citizens.
DISCUSSION: The final report on the FY13 Committee on Wise Goals is as follows:

1. Faculty Salaries: The College is working to ensure academic quality by maintaining competitive faculty salaries and a stable faculty roster. To implement the salary adjustments, the College developed a matrix framework that analyzed specific needs and included peer data. The first $150,000 adjustment in faculty salaries was provided in December 2012. Thirty-seven of the College’s 90 full-time faculty received salary adjustments. The salary adjustments ranged from $80 - $9,526. The second $150,000 adjustment is included in the College’s 2013-2014 budget. Faculty salary adjustments are also included in the College’s six-year plan, recently submitted to the State Council of Higher Education in Virginia.

2. Envisioning 2020 (E2020): In January 2012, Chancellor Donna P. Henry directed the E2020 committee, a 17-member group chaired by Provost Sandy Huguenin, to develop a final recommendation for the E2020 strategic plan. (The process was postponed until the arrival of a new chancellor.) The committee condensed the draft goals and strategies framework document from February 2012 into a strong, aspirational plan with four thematic goals. The final draft of the goals and strategies will be reviewed at meetings of various constituencies in August and September, including faculty, staff, students, the Alumni Association Board of Directors and the Foundation Board of Directors. A web survey is also available for the general public to provide input. The UVa-Wise Board will review the strategic plan at the Board’s October 2, 2013 retreat, after which the plan will be presented to the Board of Visitors for review and final approval.

3. Retention and progression: The Office of Admission continues to refine the admission process for those students qualifying for provisional admission. The number of offers for provisional admission declined from 35 for fall 2012 to 24 for fall 2013 (as of August 2, 2013), a reduction of 31.4%.

In addition, significant work has been focused on the enhancement of the academic advising program. All students must now meet with their advisor prior to registering for classes. Students with 60 hours or more of completed course work and those who have declared a major -
regardless of the number of hours completed - are advised by a faculty member within the major.

Students who have not declared a major work with the Advising Center to register for classes. Currently enrolled students began the class registration process for fall 2013 in February 2013 - nearly a month earlier than in the past. As a result, enrolled students committed to returning sooner and the earlier process allows academic planning to include possible summer school registration.

The College continues its partnership with Noel-Levitz, a nationally recognized higher education consulting firm, in the development of a predictive model for student success; the expansion of the early alert program; and the development of other institutional specific retention programs. The predictive model development included using the profile of freshmen enrolled in the fall semesters of 2009, 2010, and 2011, examining academic, financial, socio-economic, and other factors. The predictive model will lead to a better understanding of prospective students who can be successful and also help identify enrolled students who may need access to support services and other academic resources.

Model components will be presented to the Chancellor and Senior Staff early in the fall semester and then used to identify freshmen who present a greater risk of not returning for future semesters.

4. Pathways to Science & Engineering: Through its STEM Career Pathways project, the College continues to encourage outreach activities aimed at supporting science education in the region, providing professional development for public school and college teachers, and stimulating students' interest and persistence in STEM fields. The Center for Teaching Excellence will continue expanding its offerings in both general and discipline-specific professional development for public school teachers in STEM fields. In addition, the College is continuing several initiatives including:

• Educational opportunities such as astronomy nights for local students in the College's observatory;
• Sponsoring two Lego Robotics Competition teams for middle school students;
• Hosting the Southwest Virginia Council of Teachers of Mathematics Annual Conference; and
• Supporting undergraduate research opportunities by reimbursing travel and conference expenses for undergraduate students presenting original research and their faculty advisors.
• In addition, the College continues to explore the possibility of a STEM Academy for high school students.

5. **Healthy Appalachia Institute/Appalachian Prosperity Project:**
   A. A search is currently underway for a full-time program manager for the HAI to build upon HAI's work in improving health outcomes in Southwest Virginia. HAI continues its work in faculty and student research, partnering with the U.Va. Cancer Center on the Cancer Center without Walls initiative, launching a Health is Right Outside strategic planning initiative, and more.

   B. The APP, which includes the HAI, Coalfield Ventures and ABC, created a research center in FY13. Under the leadership of Suzanne Moomaw, a faculty member in the School of Architecture, and in coordination with the APP leadership team, the research center has accomplished the following initiatives to date:

   1) Partnership with the town of Appalachia to improve its economic resilience through downtown revitalization, town visibility, and recreational opportunities. This includes trail design, website development, and train museum assessment.
   2) Partnership with the Town of Grundy to develop a new teen center. The teen center will be designed by a team of faculty and students and will serve as a positive resource for area youth.
   3) Launch of exploratory group (UVa, UVa-Wise, and the Southwest Virginia Technology Council) on the application of 3-D printing technology within businesses and educational institutions in the region.
   4) First joint university and regional symposium on Appalachian Prosperity held at UVa on April 5, 2013 with 70 faculty, students, and community partners attending. Each of UVa’s 11 schools were represented at the symposium.
   5) Creation of APP Post-Graduate Fellows program to provide intensive work in the region in a multidisciplinary way. First class of fellows includes: architects, landscape architects, historians, and planners led by the Landscape Architecture chair.
6) Development of a venture grant program for faculty and students and the awarding of seven grants for the FY14 academic year for research and practice in education, economic development, and health.

7) Initiated data collection and database development on demographic, economic, and quality of life data on the Coalfield counties and Norton.
BACKGROUND: In July 2012, UVa-Wise was admitted into the NCAA Division II membership process.

DISCUSSION: In July 2013, the NCAA notified UVa-Wise that we were advanced into year 2 of the membership process. Also, the Mountain East Conference (MEC) was officially recognized as an NCAA Division II conference. During the fall of 2013, UVa-Wise will begin competition as members of the MEC and play a full NCAA Division II schedule in all sports.

Ms. Meghan Dennehy has been hired as our first Women’s Lacrosse coach. Coach Dennehy is currently recruiting for the 2014-15 academic year.

2012-2013 academic accomplishments:

- Average Student-Athlete GPA: 3.02
- Highest women’s team GPA: Women’s Cross Country: 3.614
- Highest men’s team GPA: Men’s Tennis: 3.28
- Seven teams with GPA 3.0 and above
- D2ADA Academic Achievement Award Winners: 28 student-athletes
- Daktronics Academic All Americans: 18 student-athletes
- Academic All Mid-South Conference: 41 student-athletes
- UVa-Wise Dean’s List: 91 student-athletes
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia's College at Wise

AGENDA ITEM: II.B.3. Fall 2013 Enrollment

ACTION REQUIRED: None

BACKGROUND: The College at Wise is committed to the continued growth of its student body through the strategic management of its new student recruitment process, with primary focus on student success and retention. The College also maintains its commitment in creating a geographically and culturally diverse student body.

DISCUSSION:

<table>
<thead>
<tr>
<th>Enrollment Category</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
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</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>1,822</td>
<td>1,908</td>
</tr>
<tr>
<td>Full-Time Equivalent (FTE)</td>
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<td>1,618</td>
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<td>(Reported as of 8/20/2013)</td>
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<tr>
<td>New Freshmen</td>
<td>373</td>
<td>345</td>
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<tr>
<td>New Transfer</td>
<td>138</td>
<td>124</td>
</tr>
</tbody>
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Other items of significance:

- The Office of Admission further reduced the number of provisional admission offers by 18.9% (30 in fall 2013 as compared to 37 in fall 2012).
- Freshman retention for those who entered in fall 2012 and returned in fall 2013 is 74% as compared to the 72.8% freshman retention rate reported for those entering in fall 2011 and returning in fall 2012.
BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia’s College at Wise

AGENDA ITEM: II.C. Report by the Faculty Consulting Member

ACTION REQUIRED: None

BACKGROUND: Mr. Bryan Hoyt, Professor of Psychology at The University of Virginia’s College at Wise, is the faculty consulting member to the Committee on The University of Virginia’s College at Wise.

DISCUSSION: Mr. Hoyt will provide a brief report on the College’s international exchange opportunities for students and faculty.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA SUMMARY

BOARD MEETING: September 20, 2013

COMMITTEE: The University of Virginia's College at Wise

AGENDA ITEM: III.B. Crockett Award

ACTION REQUIRED: None

BACKGROUND: In 1995, Clinch Valley College presented its first Samuel R. Crockett Award. The award is named for Samuel R. Crockett Jr., who in 1954 was the university's extension division representative in Southwest Virginia. Mr. Crockett was instrumental in the early efforts to establish a branch campus in Wise. The award is presented to an individual who has made significant efforts toward strengthening the relationship between the University of Virginia and the college.

DISCUSSION: Chancellor Henry will announce the 2013 recipient of the award and make the presentation during the Meeting of the Full Board.