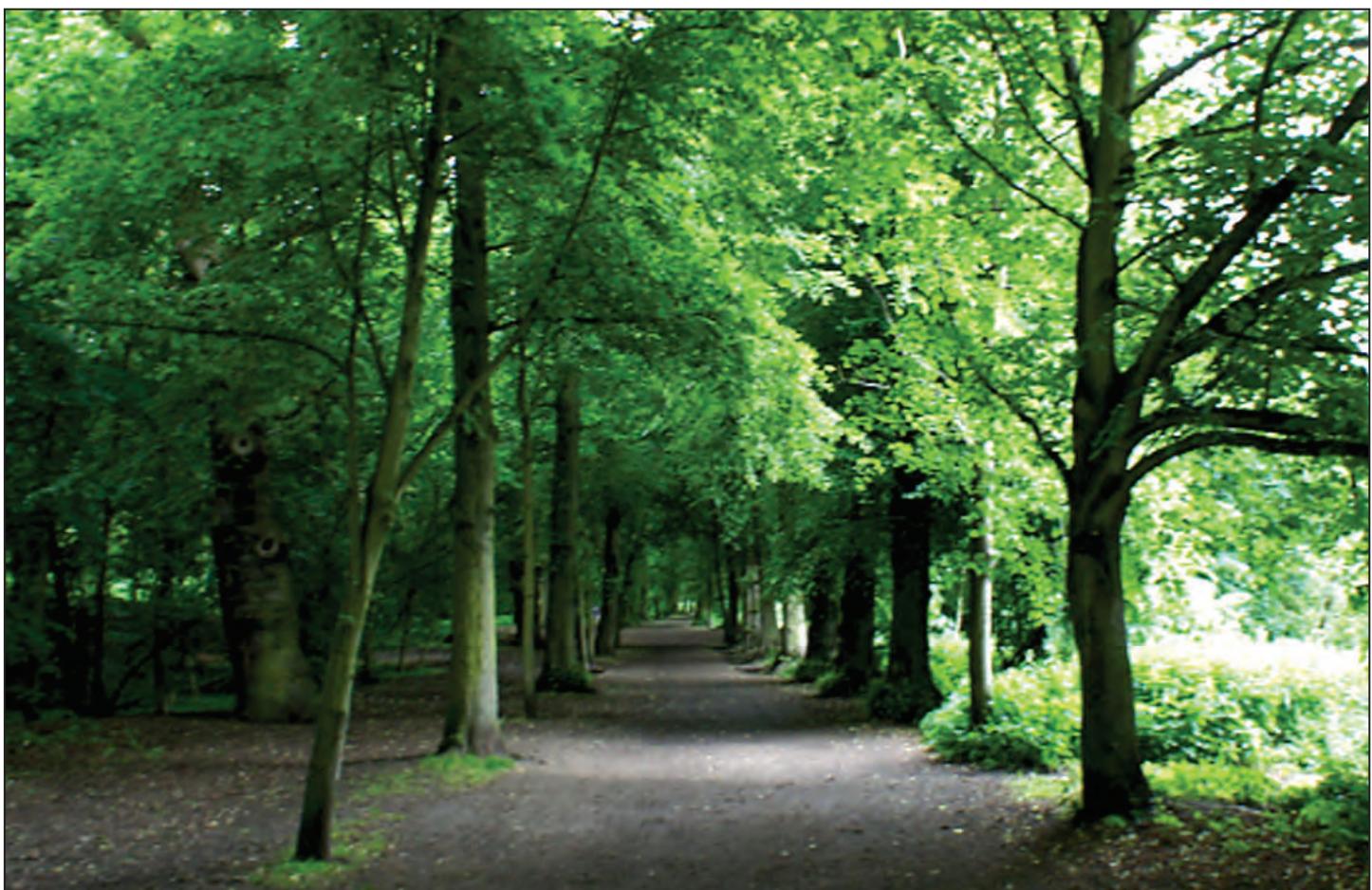




THE STRATEGIC PLAN FOR VIRGINIA WESLEYAN COLLEGE  
2014-2020



**VWC 2020:  
Pathway to Prominence**





# OUR VISION

Virginia Wesleyan College will be a beacon for the liberal arts in the 21st century, where experiential learning opportunities empower students to grow as principled scholars and community leaders.





# OUR MISSION

**Prepare each student for a meaningful life and career**

The mission of Virginia Wesleyan College is to engage students of diverse ages, religions, ethnic origins and backgrounds in a rigorous liberal arts education that will prepare them to meet the challenges of life and career in a complex and rapidly changing world. In this endeavor, the College employs a wide range of approaches to teaching and learning and provides opportunities to connect the study of the liberal arts with practical learning experiences on campus, in the Hampton Roads region, and throughout the world.

In accord with our United Methodist heritage, Virginia Wesleyan aspires to be a supportive community that is committed to social responsibility, ethical conduct, higher learning and religious freedom.





# CORE VALUES



Academic Excellence

Supportive Community

Religious Freedom

Ethical Conduct

Social Responsibility



# OUR GOAL

## **Provide a Transformational Educational Experience for Students**

*Develop each student through a rigorous educational experience in the classroom, on the campus, in the community, and in the world.*





STRATEGIC PRIORITY

## Enhance and Expand Experiential Learning Opportunities

# EXPERIENTIAL LEARNING

### ACTION 1.1

Design and implement a Quality Enhancement Plan (QEP) that increases the number of quality opportunities for students to participate in high impact educational practices, especially internships, undergraduate research, study abroad, and sustained service learning.

### ACTION 1.2

Improve curricular architecture by establishing a framework for developmental sequences for the paths to degrees and careers across all majors.

### ACTION 1.3

Map courses to competencies to promote integrative learning and continue to improve assessment measures that lead to a more purposeful curriculum.





## Support Innovative Teaching and Engaged Learning

# INNOVATIVE TEACHING

### ACTION 2.1

Establish a Center for Innovative Teaching and Engaged Learning to provide leadership and support for academic initiatives that enhance faculty excellence and promote intellectual inquiry, active learning and civic engagement for students.

### ACTION 2.2

Develop an institutional plan for academic technology that provides students with skills needed to succeed at VWC and in life and career, and supports faculty in developing innovative approaches to teaching and learning.

### ACTION 2.3

Support faculty excellence through attention to professional development, training in current pedagogies, and competitive compensation in order to recruit and retain high quality educators.

### ACTION 2.4

Expand mutually beneficial academic engagement opportunities with external organizations to promote practical learning experiences that prepare students for success in future careers and in civic responsibility.



## Improve and Integrate the Total Student Experience

# STUDENT ENGAGEMENT

### ACTION 3.1

Cultivate a vibrant campus community by achieving growth through retention and targeted enrollment strategies that attract a strong, talented and diverse student population.

### ACTION 3.2

Modify student success plan to include continuous improvement to new student orientation and First Year Experience; development of paths to persistence for each cohort; utilization of a CARE team for individual student needs; scholar-athlete support; and establishment of the Wesleyan Promise to assist with affordability.

### ACTION 3.3

Implement a model of student engagement/leadership development that builds community and provides documentation for co-curricular and extracurricular experience and skill development.

### ACTION 3.4

Assess the student experience on a regular basis and use data to make continuous improvements in processes and practices by listening to the voice of the student.





## Strengthen Connections between VWC and the Community

# COMMUNITY CONNECTIONS

### ACTION 4.1

Identify and recognize College/community connections and levels of involvement that align with VWC initiatives and provide networks for outreach and support.

### ACTION 4.2

Initiate partnerships with organizations, from local to global, to form mutually beneficial relationships that support academic and enrollment goals and provide increased visibility and outreach as well as additional resources for VWC.

### ACTION 4.3

Develop a comprehensive relationship with the neighboring Western Bayside community to collaboratively address specific community needs and issues.

### ACTION 4.4

Expand alumni connections, involvement and support to strengthen ties to the College and provide new networks for current students.





## Maintain, Modernize and Beautify the Campus

# INSPIRING SENSE OF PLACE

### ACTION 5.1

Improve academic facilities to support student learning and faculty excellence by establishing priorities such as the construction of a new academic building for the arts and the completion of renovations for science facilities.

### ACTION 5.2

Improve outdoor athletic complex by attending to critical needs such as building a synthetic turf field, upgrading the baseball/softball complex, and constructing a track and field.

### ACTION 5.3

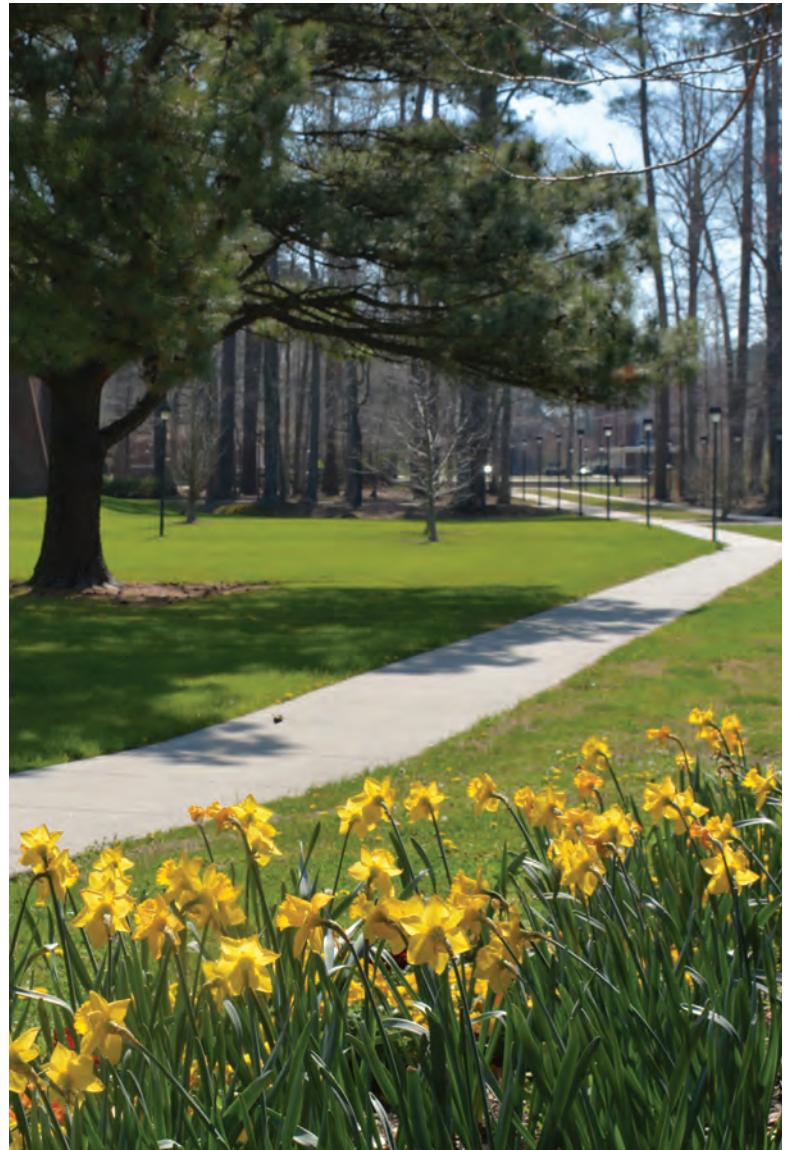
Improve student housing to better accommodate students' expectations and residential living needs.

### ACTION 5.4

Address deferred maintenance and assess and prioritize additional campus needs for facilities and infrastructure to continuously improve the living and learning environment.

### ACTION 5.5

Beautify campus to create inviting spaces that inspire learning, creative expression, and quiet reflection.





# GROWING VIRGINIA WESLEYAN





## PLANNING FOR THE FUTURE OF VIRGINIA WESLEYAN COLLEGE

In December 2011, President Billy Greer initiated the process of developing Virginia Wesleyan College's next strategic plan. The current plan (2011 – 2014) was designed as an interim plan that was scheduled for completion in May 2014. In order to broaden campus engagement and participation in planning for the future of the College, the former Strategic Planning Committee was reconstituted as the new Strategic Planning Steering Committee (SPSC). Similar to the former committee, the SPSC consists of a broad representation of faculty, staff, and administration.

The charge of the SPSC was:

- To define and articulate an institutional vision
- To develop and articulate the next strategic plan
- To create an accountability process that assesses institutional progress

The SPSC is facilitated by the director of strategic planning and assists and advises the President in his responsibilities for the mission, vision, and strategic direction of Virginia Wesleyan College. Beginning in 2012, the SPSC has met monthly to move the process forward. Subcommittees have also formed from the larger Committee to conduct research for the plan, reorganize its content, and develop specific action plans. Additional members of the College community, members of the Board of Trustees, alumni, and other key stakeholders have been invited to serve on strategic planning work groups and action teams when needed. The Plan represents the work of more than one hundred individuals who contributed to its development during the past two years.



## STRATEGIC PLANNING STEERING COMMITTEE MEMBERS

- Dr. Robert Albertson, Social Sciences Division Chair/Professor of MBE/Faculty
- Ms. Leona Baker, Director of College Communications/Staff\*
- Mr. David Buckingham, Vice President for Student Affairs and Dean of Enrollment Services/Administration
- Ms. Regina Bynum, Registrar/Staff
- Ms. McCarren Caputa, Associate Dean of Students for Residence Life/Staff
- Mr. Nelson Davis, Dean of Admission/Staff\*\*
- Dr. David Dirlam, Director of Institutional Effectiveness and Accreditation/Staff
- Mr. Jack Dmoch, Chief Technology Officer/Staff
- Dr. Steven Emmanuel, AAUP Representative/Professor of Philosophy/Faculty
- Ms. Sue Erickson, Director of Hofheimer Library/Faculty\* \*\*
- Mr. Tom Farley, Director of the Adult Studies Program/Staff
- Ms. Lina Green, Director of Alumni Relations/Staff\*\*
- Dr. Billy Greer, President/Administration
- Dr. Ben Haller, Associate Professor of Classics/Faculty\*\*
- Ms. Debbie Hicks, Associate Dean for Academic Support/Staff\*\*
- Ms. Diane Hotaling, Director of Community Service/Staff\*\*
- Dr. Joyce Howell, Co-Chair, Academic Effectiveness Committee/Professor of Art History/Faculty
- Dr. Travis Malone, Humanities Division Chair/Associate Professor of Theatre/Faculty\*
- Dr. Keith Moore, Dean of Students/Staff
- Dr. Tim O'Rourke, Vice President of Academic Affairs and Dean of the College/Administration
- Ms. Karla Rasmussen, Director of Human Resources/Staff
- Ms. Joanne Renn, Director of Athletics/Staff
- Ms. Teresa Rhyne, Director of Financial Aid/Staff
- Dr. Ehsan Salek, Professor of MBE/Faculty
- Ms. Suzanne Savage, Associate Vice President for College Advancement/Staff \* \*\*
- Mr. Cary Sawyer, Vice President of Finance/Administration\*
- Dr. Maynard Schaus, Natural Sciences Division Chair/Professor of Biology/Faculty\*
- Mr. Jason Seward, Dean of Freshmen and Director of the Batten Center/Staff\*\*
- Dr. Sally Shedd, Associate Dean of the College/Professor of Theatre/Faculty
- Mr. Donald Stauffer, Director for Institutional Research/Staff\*
- Dr. Kathy Stolley, Associate Dean for Innovative Teaching and Engaged Learning/Professor of Sociology/Faculty\* \*\*
- Ms. Laynee Timlin, Assistant to the President and Director of Strategic Planning/Administration\*
- Ms. Mita Vail, Vice President for College Advancement/Administration
- Mr. Bruce Vaughan, Vice President of Operations/Administration
- Ms. LaShay Wyatt, Assistant Director of Career Services/Staff

\*indicates member of the Planning Task Force

\*\*indicates Co-chair of Action Team



## STRATEGIC PLANNING FRAMEWORK

VWC's strategic planning framework was guided by the seven-step process suggested by Dr. Sherrie A. Tromp and Dr. Brent D. Ruben, University Center for Organizational Development and Leadership, Rutgers, The State University of New Jersey, in the NACUBO publication *Strategic Planning in Higher Education*. This framework was adapted to include the following steps:

- Reviewing and Establishing Institutional Mission, Vision, Values
- Inviting and Analyzing Stakeholder Input (Collaborators and Beneficiaries)
- Engaging in Research, Environmental Scanning, and Benchmarking
- Establishing Strategic Priorities
- Developing Action Plans
- Creating, Promoting, and Implementing the Plan
- Assessing and Reporting Outcomes and Achievements

## STRATEGIC PLANNING TIMELINE

- December 2011 – President appoints director of strategic planning
- January 2012 – Strategic Planning Steering Committee (SPSC) formed
- January-February 2012 – Environmental Scanning
- March 2012 – SWOT Analysis Conducted by SPSC
- April 2012 – Visioning for the Future (SPSC)
- May 2012 – Strategic Themes Identified
- Summer 2012 – Change in leadership for strategic planning, director of strategic planning resigns
- September 2012 – President appoints new director of strategic planning to begin on October 1, 2012
- October 2012-January 2013 – Broad Stakeholder Input invited through online survey, focus groups, community forums
- January-February 2013 – SPSC analyzes Stakeholder Input; Engages in sensemaking
- March-April 2013 – Benchmarking and Research of Best Practices
- May 2013 – SPSC reaches consensus on Strategic Priorities
- June 2013 – Work groups formed to study each priority area
- Summer 2013 – Work groups research priority areas and write concept papers for each
- September 2013 – Strategic planning retreat integrates plan priorities
- October 2013 – Planning Task Force, comprised of summer work group chairs, reorganizes plan
- November 2013 – Draft plan submitted to campus community/key stakeholders for comment and feedback
- December 2013 – SPSC reviews community comments and presents revised plan to President and Administrative Council
- January 2014 – Proposed Strategic Priorities are shared with the Board of Trustees
- February-April 2014 – Broad-based Action Teams complete planning templates for each priority
- April 2014 – Proposed plan is shared with Stakeholders
- May 2014 – Proposed plan is presented to Board of Trustees for approval
- Summer 2014 – Complete written plan; Develop marketing, funding, and implementation plans
- Fall 2014-Spring 2020 – Promote the plan; Implement plan and assessment measures; Report plan progress annually

