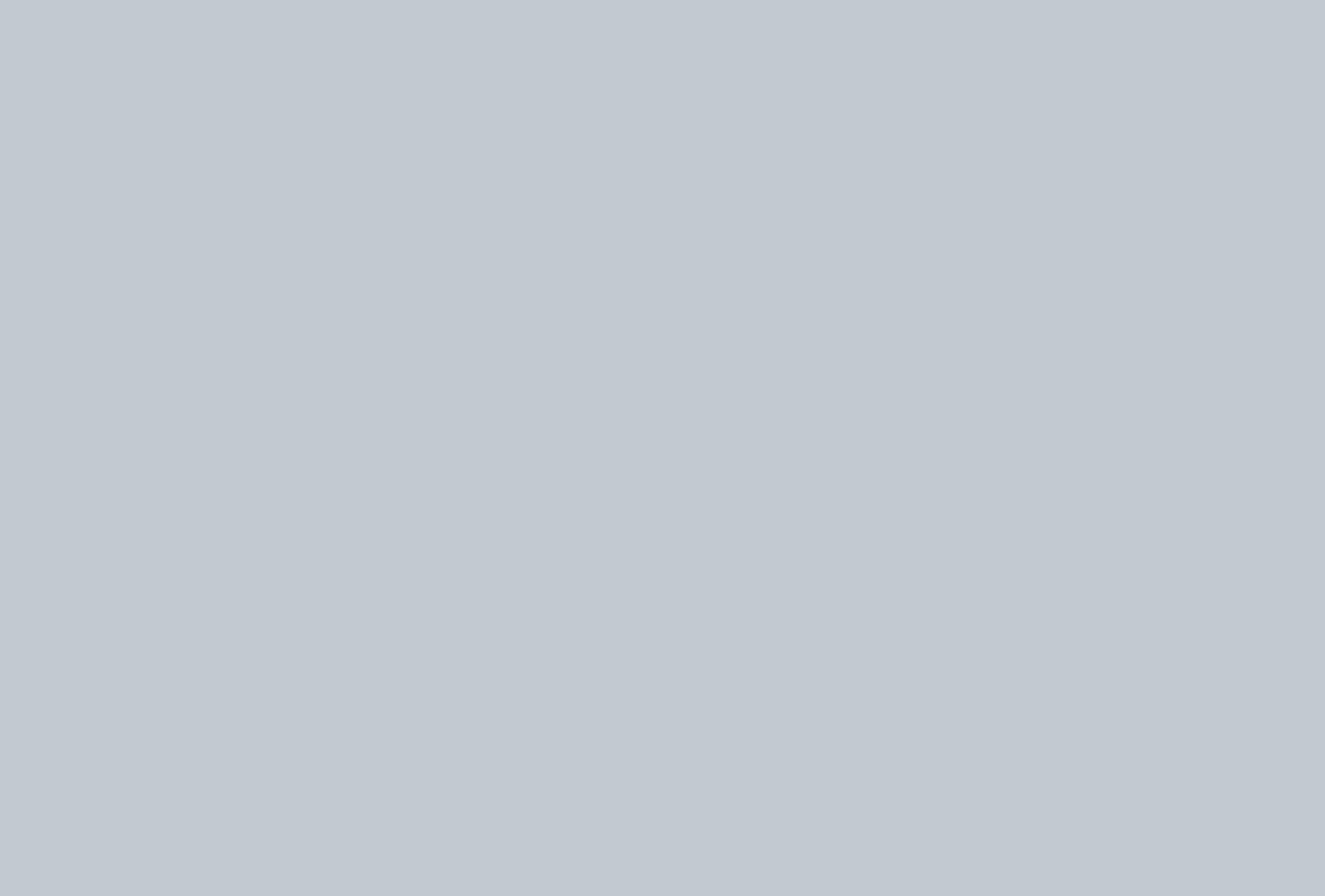




VIRGINIA
WESLEYAN
UNIVERSITY



FORGING OUR FUTURE: BUILDING ON STRENGTH 2020-2030



VISION

Virginia Wesleyan is Coastal Virginia's Premier University of the Liberal Arts and Sciences

CORE VALUES

Academic Excellence, grounded in the liberal arts, which emphasizes creative and engaged thinking within and across disciplinary perspectives.

Inclusive and Caring Community that empowers members to form meaningful relationships through listening, understanding, and communication.

Personal Integrity and Sense of Purpose that foster initiative, independence, and self-respect.

Social Responsibility, rooted in Methodist heritage, which inspires our community members to be engaged citizens, servants, and leaders who have a positive impact on their local and global communities.

MISSION STATEMENT

An inclusive community dedicated to scholarship and service grounded in the liberal arts and sciences, Virginia Wesleyan University inspires students to build meaningful lives through engagement in Coastal Virginia's dynamic metropolitan region, the nation, and the world.

INSTITUTIONAL LEARNING OUTCOMES (ILOS)

1. Graduates synthesize concepts, knowledge, and skills within and across disciplines and experiences.
2. Graduates demonstrate independence, responsibility and self-discipline
3. Graduates develop well-supported, evidence-based arguments.
4. Graduates understand and engage the ideas of others.
5. Graduates communicate effectively.
6. Graduates contribute to their communities through engagement and leadership.

VIRGINIA WESLEYAN UNIVERSITY'S ENVIRONMENTAL GUIDING PRINCIPLES

Virginia Wesleyan University recognizes our responsibility to protect and enhance the environment and its biodiversity for the health of local and global ecosystems, future generations, and ourselves. We are committed to responsible stewardship of campus resources and to demonstrating leadership in sustainability. As a learning community located in the rich and unique ecosystems of Coastal Virginia and the Chesapeake Bay watershed, we are committed to promoting and developing the next generation of environmental stewards. The ongoing sustainability efforts of the University reflect a larger commitment to ethical conduct and social responsibility through environmental stewardship and education.

We seek to be a campus community:

- In which the University is an environmental leader in all aspects of institutional functions, including planning, operations, purchasing, and maintenance;
- In which environmental efforts encourage interdisciplinary and collaborative teaching and research;
- In which diversity, inclusion, and equity are valued and recognized for their role in supporting and creating a vibrant, sustainable, healthy, and resilient community;
- In which we acknowledge our obligation to live responsibly as part of a forested ecosystem that mantles our campus and promotes a rich learning environment;
- In which we build a campus community that promotes health and wellness efforts in harmony with the natural world; and
- In which University leadership and expertise contribute to Coastal Virginia's local and regional environmental efforts.

To advance our goals, we will:

- Incorporate environmental and social concerns as a priority in University decision making, planning, and investing;
- Consider social, environmental, and economic impacts of Virginia Wesleyan's policies, practices, and growth;
- Train the next generation of environmental stewards and professionals of local and regional distinction;
- Foster the University's national-niche programs in environmental sciences and the Batten Honors College by encouraging investments from internal and external resources;
- Seek practices and procedures that protect, enhance, and regenerate the environment;
- Promote the University as a living laboratory for sustainability, contributing to the education, outreach, and research mission of the University;
- Use participatory processes in developing Virginia Wesleyan's policies and practices; and
- Fulfill our responsibility as good neighbors by working with the community to foster social equity, environmental justice, and healthy natural systems.

Our institution stands at a crossroads. Demographic changes, societal unrest, the Covid pandemic, and developments in instructional technology have changed the landscape of higher education. We face unique challenges, but bring hope and the confidence to face these obstacles and use them as inspiration as we move forward.

Virginia Wesleyan is committed to providing a transformative liberal arts educational experience. We challenge our students to become their best and work for positive change in the world. Our curriculum must blend the best elements of modern technology with the heart and soul of the personalized educational experience that we so value.

We must engage our students with the community around them and enlarge the boundaries of that community through study away opportunities and global courses that stretch their perspectives. As a campus community, we must strive for equity and inclusion, especially for racial and ethnic groups that have historically been underrepresented in higher education, seeking to give them an active voice and a valued place at the table.

We must honor our environmental guiding principles not only through our campus management and curriculum, but also by privileging relationships with businesses and partners who embody these same values. We need to follow the lead of our Batten Honors College, whose 80.2 million dollar endowment is invested in environmentally friendly ways, including the adoption of long-term investment strategies that create an equitable, low-carbon, and regenerative economy.

We must honor gifts that have made our endowment one that will ensure the stability of our institution by safeguarding the continued financial health of the institution through wise management, strategic growth, and encouraging a culture of giving. We also need to continue our efforts to make education at Virginia Wesleyan affordable for all students, especially those facing challenging financial situations.

Our growth in recent years leaves us well positioned for the challenges ahead. Moving forward, we will bring the strengths of our residential liberal arts experience together with technological innovation, societal awareness and sensitivity, and environmental responsibility. This blend of tradition and innovation will provide a foundation which will lead us to prosperity in this decade and into the future.

Susan Larkin, Ph.D.

Vice President for Academic Affairs

GOAL
1**TRANSFORMATIVE
EDUCATION**

Engage all students in transformational experiences that widen their horizons, involve them in a rigorous liberal arts curriculum, and prepare them for the next stage of their lives and careers.

OBJECTIVES

1. Engage students in transformative experiences that support the transfer of classroom knowledge into personal, intellectual, professional, and civic growth.
2. Increase the number and percentage of graduates who attend graduate school.
3. Pursue prestigious specialized program accreditations.
4. Clearly articulate the importance of the liberal arts to professional growth and the development of marketable skills.
5. Strengthen commitment of the Batten Honors College to environmental stewardship, global engagement, and leadership.

ACTION ITEMS IN 1-3 YEARS**Transformative Experiences**

1. Continue to grow externship, internship, and career opportunities by developing a comprehensive alumni outreach program and building partnerships with area businesses and nonprofit organizations.
2. Promote short term study abroad courses and semester study away options through exchange partnerships to allow a greater number of students to participate in a study abroad experience.
3. Expand undergraduate research opportunities and support, particularly for summer research.

Graduate School Attendance

1. Further increase the number of accelerated degree completion options and preferred admission partnerships with top graduate and professional schools throughout the country.
2. Develop policies that facilitate matriculation to Virginia Wesleyan University's graduate programs.

ACTION ITEMS IN 4-10 YEARS

Liberal Arts and Professional Growth

1. Explicitly articulate and market the creativity, critical thinking, problem solving, and mental agility nurtured by a liberal arts education.
2. Foster curricular components that demonstrate the transferability of the liberal arts to professional growth.
3. Adapt or develop one or more new academic programs that explicitly frame the liberal arts within a tangible career path.

Strengthen Commitment of the Batten Honors College

1. Entrust oversight of the BHC endowment to environmentally conscious management.
2. Develop partnerships with local and national businesses and organizations that can provide students with experience as environmental stewards.
3. Revise global travel experiences to offer a more immersive experience.

Transformative Experiences

1. Implement a comprehensive alumni outreach program that professionally connects current students with alumni in their field of study.
2. Pursue increased external funding and institutional support for transformative research and study abroad opportunities for all students.
3. Consider the feasibility of a graduation requirement for experiential learning in every major.

Program Accreditations

1. Secure specialized accreditation for programs such as Business and Education.

Liberal Arts and Professional Growth

1. Increase the number of internships completed by students majoring in the arts and humanities.
2. Build additional community partnerships, increasing opportunities for students to utilize their liberal arts education in a professional setting.
3. Re-envision academic programs to clearly connect their disciplines to in-demand fields.

Strengthen Commitment of the Batten Honors College

1. Revise the BHC curriculum to better prepare students to be environmental stewards across disciplines.

GOAL
2**CURRICULAR
INNOVATION**

Achieve greater academic prominence through technology-based curricular innovations and development of programs in key gap areas.

OBJECTIVES

1. Implement systemic changes and training to support technology-based curricular innovation.
2. Develop academic programs in key gap areas, in order to address critical needs in the region.
3. Create a dynamic curriculum that is innovative, adaptable, and responsive to student needs and current developments in the region.
4. Expand financial and curricular resources for new and growing academic programs.
5. Develop programs that provide alternative models for learning, such as year-round programs, 3-year degrees, and hybrid programs that combine face to face and online instruction.

ACTION ITEMS IN 1-3 YEARS**Technology-based Curricular Innovations**

1. Expand training in technology to facilitate curricular development.
2. Seek external funding for technology enhancements.
3. Establish a multi-year technology plan for classrooms and offices.

Program Development in Gap Areas

1. Identify new online programs that offer growth potential and that are consistent with the institutional mission.
2. Identify new interdisciplinary programs that can build on existing institutional strengths and address curricular gaps.
3. Selectively add academic programs to address gap and growth areas.

Dynamic Curriculum

1. Pursue potential applications of hybrid courses using recent technology advancements.
2. Establish periodic program reviews to support curricular agility.

Curricular Resources

1. Expand financial and curricular resources to match the growth in number of academic programs, the addition of graduate programs, and the gains in enrollment.
2. Renovate academic spaces to better support technology-based and hybrid modes of instruction.
3. Expand instrumentation and technology for new and growing programs.

Alternative Models for Learning

1. Promote hybrid and technology enhanced instruction models where appropriate throughout the curriculum.
2. Add opportunities for 3-year degrees and year-round instruction in select programs.

ACTION ITEMS IN 4-10 YEARS

Technology-based Curricular Innovations

1. Generate financial reserves and resources to implement regular upgrades in campus technology.

Program Development in Gap Areas

1. Develop at least two additional online graduate programs or program tracks and at least two additional online undergraduate programs or program tracks.
2. Implement at least three on-campus academic programs that meet the needs of the regional and national economy.

Curricular Resources

1. Further expand support for faculty development commensurate with the growth in graduate programs.
2. Add academic space that utilizes the latest technological innovations to meet the needs of growing programs.
3. Provide technology infrastructure and support to encourage innovation in the curriculum

GOAL
3**COMMUNITY
ENGAGEMENT**

Elevate the importance of cooperative education, community engagement, and environmental awareness in both the curriculum and student life.

OBJECTIVES

1. Further develop civic engagement opportunities with community partners to create a more prominent institutional presence in and impact on the community.
2. Develop cooperative education programs to provide opportunities for students to gain professional experience and increase the affordability of their education.
3. Promote environmental awareness and sustainability efforts on and off campus.

ACTION ITEMS IN 1-3 YEARS**Civic Engagement with Community Partners**

1. Expand service-learning opportunities by generating more experience-based courses and by building community partnerships.
2. Strengthen engagement with adjacent neighborhoods, area schools, and the City of Virginia Beach.
3. Build a working partnership with the Premium Outlets.
4. Partner with Volunteer Hampton Roads on a tracking system to document volunteer activity.

Cooperative Education

1. Develop embedded co-op programs as a part of at least two academic majors.
2. Develop general cooperative education opportunities for students in any major.

ACTION ITEMS IN 4-10 YEARS

Environmental Awareness and Sustainability Efforts

1. Enhance opportunities for summer environmental studies at all educational levels, including summer marine biology programs.
2. Enhance working partnerships with regional environmental groups.
3. Pursue AASHE Stars certification.
4. Conduct campus renovations specifically to improve energy efficiency, consistent with the 10-year campus master plan.
5. Expand service learning opportunities focused on the local and regional environment.

Civic Engagement with Community Partners

1. Establish a neighborhood redevelopment enterprise.
2. Create a system of faculty fellows focused on community engagement.
3. Sustain Carnegie Community Engagement designation.
4. Explore the creation of programs tied to community-based education such as undergraduate and graduate programs in Leadership Studies.

Cooperative Education

1. Further expand the number of co-op programs within majors.

Environmental Awareness and Sustainability Efforts

1. Improve the institutional ranking in the AASHE Stars certification program, achieving certification at the Silver level or higher.
2. Expand the number of major programs requiring a course in the environment or sustainability.
3. Decrease carbon emissions by 75% compared to the 2008 levels.
4. Commit to requiring external environmental certification (LEED or other) on all new construction.

GOAL
4**INTERNATIONAL
CAMPUS**

Create an international campus culture that attracts students from around the world and connects them to the Coastal Virginia community.

OBJECTIVES

1. Recruit international students who can thrive at VWU.
2. Establish a comprehensive international student support system.
3. Internationalize the curriculum by expanding the number of globally focused courses and short term study abroad courses.
4. Expand opportunities for students to study abroad at the Japan campus and for students from the Japan campus to matriculate to the Virginia Beach campus for their final two years.
5. Develop and more strongly integrate regional partnerships with international businesses and organizations into the curriculum.

ACTION ITEMS IN 1-3 YEARS**International Student Recruitment**

1. Work with ISEP and other international partnerships to facilitate a flow of exchange students back and forth between international sites and the campus.

International Student Support

1. Establish an International Student Ambassador Program, connecting international students with current VWU students who will serve as mentors and advocates.
2. Strengthen the campus support and programming for international students.

Internationalize the Curriculum

1. Expand the number of international/global courses, including short-term study abroad courses.
2. Offer introductory courses in Japanese language and culture to prepare students for an international experience at the Japan campus.

Japan Campus

1. Attract at least 15 students per year from the Japan campus to the Virginia Beach campus.
2. Have at least five VWU students study abroad at the Japan campus during 2021-2023.

Regional Partnerships

1. Make more intentional connections with regional businesses and civic organizations with international emphases.
2. Strengthen VWU's partnership with the North Atlantic Treaty Organization Allied Command Transformation (NATO ACT).
3. Further develop externship and internship programs with an international focus.

ACTION ITEMS IN 4-10 YEARS

International Student Recruitment

1. Increase the on-campus, degree-seeking international student body to at least 60 students.

International Student Support

1. Develop an English for Speakers of Other Languages (ESOL) program.
2. Offer an F1 international student transition course.

Internationalize the Curriculum

1. Recruit additional faculty with international expertise, especially in non-Western fields.
2. Enhance the support for student travel during short-term study abroad courses.

Japan Campus

1. Promote regular semester-long and short-term study abroad opportunities at the Japan campus.
2. Promote the regular exchange of faculty between the Japan campus and the Virginia Beach campus.
3. Attract 30 students per year from the Japan campus to the Virginia Beach campus by 2026.

GOAL
5**INCLUSIVE
COMMUNITY**

Strengthen the University's commitment to be an inclusive campus community, including recruitment and retention of diverse, well-credentialed faculty and staff

OBJECTIVES

1. Develop intentional programmatic and experiential opportunities that celebrate diversity and work to create a welcoming and inclusive campus climate.
2. Develop outreach programs to better support underrepresented and underserved students.
3. Develop individualized advising, mentoring, and counseling programs.
4. Emphasize inclusiveness as a key element in all searches for faculty and staff.

ACTION ITEMS IN 1-3 YEARS**Welcoming and Inclusive Campus Climate**

1. Develop and implement a comprehensive action plan that consciously nurtures an inclusive community.
2. Support campus groups that focus on inclusivity and promote events that teach and nurture civil discourse.
3. Conduct programs on inclusiveness through the President's Council for Inclusive Communities (PCIC) and the Virginia Center for Inclusive Communities.

Outreach and Curricular Programs

1. Explore the creation of an Africana Studies major.
2. Implement campus life and academic programming selection processes that prioritize programs with an inclusive component.

ACTION ITEMS IN 4-10 YEARS

Individualized Advising

1. Identify current unmet needs of the student population and maintain data on student demographics and needs.
2. Create a mentoring network for current students, faculty, staff, and alumni.

Inclusive Searches

1. Articulate procedures to ensure greater diversity and equity in faculty searches.
2. Host at least one Pre- or Post-Doctoral Fellow through the Consortium for Faculty Diversity.

Welcoming and Inclusive Campus Climate

1. Improve support for programs that are committed to and foster a diverse and inclusive university culture and encourage continual reflection.

Outreach and Curricular Programs

1. Grow the number of courses and programs on campus that speak to underrepresented perspectives and populations.

Individualized Advising

1. Establish a structure that recognizes and addresses unmet needs of underrepresented populations on campus.

Inclusive Searches

1. Grow the number of diverse faculty and staff members to better mirror the diversity of the student population.
2. Host at least three Post-doctoral Fellows through the Consortium for Faculty Diversity.

GOAL
6**ENROLLMENT
AND RETENTION**

Increase enrollment and retention of traditional and online students, both graduate and undergraduate, to invigorate curricular and extracurricular life and to amplify VWU's contributions to the region.

OBJECTIVES

1. Increase enrollment, particularly in new academic programs in both online and traditional formats.
2. Empower the VWU Global Campus as a center for academic and certificate programs serving non-traditional students.
3. Establish policies, procedures, and practices to enhance retention.
4. Create a vibrant 12-month campus that expands experiential learning opportunities for students of all ages.

ACTION ITEMS IN 1-3 YEARS**VWU Global Campus**

1. Expand opportunities for workforce development through VWU Global Campus.
2. Grow early enrollment/dual credit enrollment to 100 students annually by 2023.
3. Expand programs for retirees in our community through partnerships with area organizations.
4. Grow the online enrollment to 300 students by 2021.

Enhanced Retention

1. Identify and ameliorate social, curricular, and financial barriers to retention.
2. Grow the Work and Learn Program to enhance affordability.
3. Pilot a summer bridge program to offer students an opportunity to jump-start their transition to college.

Vibrant 12-Month Campus

1. Expand course offerings and student enrollment during Summer and January Terms.
2. Host more conferences and learning institutes on campus, particularly those that offer learning opportunities for students.
3. Increase the number of external organizations that use Virginia Wesleyan University's facilities.
4. Establish summer programs for primary, secondary, and post-secondary students in the fine and performing arts.

ACTION ITEMS IN 4-10 YEARS

Increase Enrollment

1. Grow enrollment in new academic programs (initiated in fall 2020 or later) to 100 students.
2. Grow on campus enrollment to 1300 traditional undergraduate students and 100 Evening and Weekend students.

VWU Global Campus

1. Grow online enrollment to 500 students.
2. Further grow early enrollment/dual credit students by 5% annually.
3. Grow the enrollment at the Japan campus to 700 students.
4. Increase the number of non-credit students to 3000.

Enhanced Retention

1. Renovate Bray Village to increase the on-campus beds to 1,000.
2. Expand the Student Center, providing additional space for food service and study areas.
3. Further expand the Work and Learn Program.

Vibrant 12-Month Campus

1. Further increase the number of external organizations that use VWU's facilities.
2. Expand summer programs in the arts and the environment.

GOAL
7**STRENGTHEN
CAMPUS FINANCES**

Enhance our financial position by increasing operational revenues, engaging all constituencies in a culture of giving, actively seeking outside funding, and wisely stewarding campus resources.

OBJECTIVES

1. Build a philanthropic culture that increases alumni engagement, expands the donor base, and builds community relationships.
2. Grow and diversify revenues through increased enrollments, growth in unrestricted giving, and enhancement of auxiliary funding streams.
3. Strengthen financial foundations by wisely stewarding our endowment, controlling expenses, and continuing best practices to ensure and enhance the financial health of the institution.
4. Develop a culture of grant seeking at Virginia Wesleyan to bring in outside funding for projects.

ACTION ITEMS IN 1-3 YEARS**Build a Philanthropic Culture**

1. Expand the base of donors from the local community and increase their engagement with the institution.
2. Strengthen alumni engagement and giving.
3. Increase Excellence Fund giving.

Grow and Diversify Revenues

1. Grow tuition revenue by adding enrollments in new program areas.
2. Increase enrollments in online programs to expand non-traditional tuition revenue.
3. Expand revenues from non-credit continuing education programs.
4. Increase revenue associated with hosting more conferences and learning institutes on campus, and through outside use of Virginia Wesleyan University's facilities.

ACTION ITEMS IN 4-10 YEARS

Strengthen Financial Foundations

1. Wisely steward our endowment to provide regular financial resources and provide reserve funds.
2. Control expenses and continue financial best practices to wisely steward the institution's resources.

Develop a Culture of Grant Seeking

1. Conduct training sessions on grant writing for faculty.
2. Identify ways to incentivize grant writing by faculty.

Build a Philanthropic Culture

1. Increase alumni engagement such that at least 15% of eligible alumni contribute to the institution.

Grow and Diversify Revenues

1. Provide additional options for premium housing on campus.

Strengthen Financial Foundations

1. Implement recommendations in the institution's 5-year financial model and 10-year facilities plan.*
2. Fully shift the endowment to funds that prioritize social responsibility and environmental sustainability.

Develop a Culture of Grant Seeking

1. Provide additional support for faculty grant writing.
2. Develop a culture of grant seeking that increases academic grant submissions by 25%.

** Five-year goals for this objective are contained in the Five-Year Financial Plan approved by the Board of Trustees in 2020 and reviewed/updated annually. Ten-Year Goals for facilities are contained in the Campus Master Plan approved by the Board of Trustees in 2016 and reviewed/updated annually.*

