

Academic Affairs Strategic Plan – 2023 - 2026

As a community focused on building citizen leaders, it is important to gather and state what we are trying to achieve in a clear and compact way, particularly amidst challenging times. We also want to focus our energy on explicit, common goals, shared with all faculty and staff in Academic Affairs and with our partners across campus.

The purpose of this plan is to expand upon documents like the [University Strategic Plan](#), and to serve as a bridge to the end of that plan in 2025. This plan also provides an umbrella under which main initiatives within Academic Affairs are gathered. Many existing goals and endeavors have been captured, ranging from the [University Diversity Plan](#) to program goals of offices/departments within Academic Affairs. While not intended to capture all aspects of operations among units within Academic Affairs, the plan articulates a common set of goals, outcomes, and methods in which faculty and staff efforts throughout Academic Affairs can be seen. The work on our next Quality Enhancement Plan intersects with this effort, as does the work of individual academic programs and other VP units on campus, with whom we collaborate.

In Summer 2022, existing strategic plans in units within Academic Affairs as well as across the University were surveyed and used to craft this Academic Affairs Strategic Plan. A first draft of this plan was shared with faculty and staff in Fall 2022. Comments were taken into consideration to improve the clarity and focus of the plan. A second draft was shared with faculty and staff in early Spring 2023. This document was approved by the President during Summer 2023.

As we look ahead, faculty and staff in Academic Affairs will be asked to engage in the development of new strategic plans for both the University and for Academic Affairs.

Longwood Strategic Priority: Intensifying Enthusiasm across All Enrollment

Academic Affairs Goal: Increase opportunities and programs that attract persistent, curious students.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Facilitate stronger recruitment processes and connections.	Develop and implement activities to increase students' sense of belonging, particularly in connection with an academic program. Develop and implement activities that highlight the connection between students' majors and post-college accomplishments. Strengthen partnerships between Academic Affairs units and Admissions.	Faculty & Academic Departments, College Deans, Center for Global Engagement (CGE)	Admissions, Alumni and Career Services, Marketing and Engagement
Strengthen recruitment of, and early community building with, underrepresented student populations.	Participate in the development of a Summer Bridge and early arrival program geared toward underrepresented students. Promote opportunities for graduate and professional study. Increase connections between graduate populations and undergraduate counterparts.	Provost's office, College of Graduate & Professional Studies (CGPS), CGE, Quantitative Reasoning Center	Student Affairs, Student Success
Recruit high quality graduate students and sustain graduate programs.	Increase support for graduate assistantships. Build and advertise stronger connections between undergrad programs and avenues for graduate study.	Faculty & Academic Departments, CGPS, Provost's office	University Advancement

Academic Affairs Goal: Increase opportunities and programs that help students set and achieve high expectations.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Improve the retention and graduation of full-time undergraduate students, including historically underrepresented students.	Participate in establishing University Retention Committee. Establish and implement QEP that addresses this outcome. Analyze and develop targets for the retention and graduation rates of first-time and transfer students. Enhance faculty and staff development programs to understand the needs of diverse student populations and address barriers to their success and retention.	Faculty & Academic Departments, College Deans, Center for Faculty Enrichment (CAFE), Office of Accreditation & Compliance (OAC), Assessment & Institutional Research (AIR), CGE	Student Success, QEP Leadership
Improve the retention of graduate students.	Analyze and develop targets for the retention rates of graduate students across programs. Enhance faculty and staff development programs to understand the needs of diverse graduate student populations and address barriers to their success and retention.	CGPS, OAC, AIR	
Enhance academic advising and academic support services.	Improve training and resources for Student Success Coaches and Academic Advisors on best practices regarding assisting underrepresented students. Develop and implement activities to increase a sense of community supportive of all students.	Faculty & Academic Departments, College Deans, CAFE, CGE	Student Success, Student Affairs, First Year Experience, Office of the Registrar

Longwood Strategic Priority: Innovation in What We Offer

Academic Affairs Goal: Enhance opportunities for programs to challenge and inspire students, preparing them for success after Longwood.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Maintain and improve competitive undergraduate and graduate curricula.	Clarify and promote alignment of curricula with the needs of employers and/or the requirements of advanced degrees. Evaluate needs for new programs at undergraduate and graduate levels. Enhance interdisciplinary and multidisciplinary curricular opportunities. Evaluate internal barriers to curricular innovation. Enhance professional development for curriculum and course design.	Faculty & Academic Departments, College Deans, CAFE, Educational Policy Committee (EPC), OAC, Digital Education Collaborative (DEC)	Enrollment Management, Career Services, Office of the Registrar
Reduce barriers to completion and promote academic curiosity.	Improve ease of access for transfer students and non-traditional student populations. Improve timely graduation within programs. Improve flexible program transition and multidisciplinary student exploration. Establish and implement QEP that addresses this outcome. Develop new, and improve existing, curricular pathways.	Faculty & Academic Departments, College Deans, Provost's office, CAFE	Student Success, Office of the Registrar, QEP Leadership

Academic Affairs Goal: Enhance curricular and co-curricular offerings that challenge and inspire students, preparing them for success after Longwood.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Evaluate and enhance experiential and civic engagement opportunities, including internships, service learning, and research.	Conduct audit of existing external community and campus collaborative partnerships (e.g., courses with service-learning projects, service and volunteer opportunities, civic engagement opportunities, experiential opportunities), and communicate with relevant stakeholders. Designate courses in catalog with community or civic engagement and service-learning requirements or components.	Faculty & Academic Departments, College Deans, Provost's office, EPC, Civitae Core Curriculum	Alumni and Career Services, QEP Leadership
Expand innovative curricular and co-curricular projects and experiences.	Support innovation in place-based learning experiences, such as study away, study abroad, and in our local community. . Investigate and expand alternate revenue streams to support such experiences. Identify and support advances in pedagogy that challenge and inspire students and prepare them for success. Identify and support advances in information discovery, particularly related to technology. Establish and implement QEP that addresses this outcome. Develop new courses with DEAI content based on interdisciplinary perspectives that will augment the current CTZN 410 offerings. Evaluate and enhance opportunities for honors students.	Faculty & Academic Departments; Greenwood Library; Office of Research, Grants, and Sponsored Programs (ORGSP); CGE; Brock Experiences; DEC; Cormier Honors College; Moton Museum; Longwood Center for the Visual Arts (LCVA); Baliles Center; CAFE	Farmville SEED Innovation Hub, CCCALS, QEP Leadership

Longwood Strategic Priority: Reflecting the Diversity of America

Academic Affairs Goal: Recruit and support faculty and staff who embody and promote diverse perspectives.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Increase the hiring of diverse faculty and staff.	Create Search Committee training on best practices on how to recruit and retain underrepresented faculty and staff. Create a Provost's Advisory Committee to discuss items related to faculty from underrepresented backgrounds.	Provost's office, CAFE	Human Resources
Foster and enhance an inclusive community of faculty and staff.	Create a mentorship program for minority and underrepresented faculty, staff, and administrators. Revise faculty promotion and tenure evaluations to encourage recognition of professional development and engagement with DEAI practices. Develop training for DEAI best practices. Create Diversity & Inclusion Certification program for faculty. Examine and make recommendations regarding classroom climate and design improvement efforts for inclusive pedagogical practices.	Provost's office, College Deans, CAFE, CGE, DEC, Faculty Senate	Student Affairs, Human Resources, Strategic Operations
Retain and support faculty and staff from a variety of backgrounds and communities.	Encourage and support faculty and staff professional development around issues of diversity. Achieve competitive faculty and staff salary/benefit packages.	Provost's office, College Deans, CAFE, CGE	Student Affairs, Human Resources

Longwood Strategic Priority: Distinction in the Commonwealth and the Nation

Academic Affairs Goal: Promote the talent and successes of Longwood faculty, staff, and students.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Explore avenues for increased scholarly activity for faculty.	Investigate the feasibility of course releases for research as part of the tenure process. Utilize existing labs, creative spaces, and outreach centers as springboards for increased scholarly work and accomplishments. Leverage faculty talent for externally funded scholarship.	Provost's office; College Deans; ORGSP; Moton; LCVA; Baliles Center; Speech, Hearing, & Learning Services (SHLS); Andy Taylor Center (ATC)	SEED Innovation Hub
Promote units and programs that enhance the student experience and/or serve the region.	Pursue regional or national recognition of Civitae. Pursue regional or national recognition of Brock Experiences. Enhance student research opportunities related to DEAL issues. Enhance and promote professional development opportunities for staff.	Civitae, Brock Experiences, Office of Student Research, CAFE	Marketing and Engagement

Longwood Strategic Priority: A Sense of Beauty and Place on Campus

Academic Affairs Goal: Foster a welcoming community focused on the long-term growth and success of Longwood.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Enhance a collaborative spirit within Academic Affairs and between Academic Affairs and other constituencies on and off campus to promote sustainable practices.	Maintain clarity and transparency to the budgeting process within Academic Affairs. Evaluate and enhance support for a variety of well-being resources for faculty and staff. Enhance campus spaces that cultivate community engagement. Refine the process for requesting and making improvements to academic spaces.	Provost's office, College Deans, Academic Departments, CAFE, Greenwood Library	Administration and Finance, Athletics, Strategic Operations, Student Affairs, University Advancement
Evaluate equipment, technology, and work practices to ensure efficient operations.	Evaluate equipment and technology that could improve community in the "digital campus" for students, faculty, and staff. Evaluate and improve equipment and technology that supports program faculty and students. Evaluate teaching load practices, particularly with respect to Civitae and graduate education. Evaluate course offerings and scheduling practices, particularly with respect to Civitae.	Faculty & Academic Departments, College Deans, Provost's office, OAC, AIR, DEC, Civitae	Marketing and Engagement, Human Resources

Longwood Strategic Priority: College-Town Vibrancy

Academic Affairs Goal: Sustain and enhance academic and outreach programming and engagement with external communities.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Strengthen and expand partnerships between internal units and external collaborators.	Enhance activities that serve the local community and our students, including regional PK-12 schools. Increase the current curricular engagement relating to diversity, inclusion, and external communities. Create the Longwood Center for Community and Civic Engagement (CCCE) to coordinate opportunities and oversee assessments.	Faculty & Academic Departments, Greenwood Library, Office of Teacher Preparation, SHLS, ATC, Clean VA Waterways, LCVA, Moton Museum, Baliles Center	Student Affairs, SEED Innovation Hub

Longwood Strategic Priority: A Culture of Philanthropy

Academic Affairs Goal: Build relationships with, and increase financial commitments from, alumni and friends.

<i>Outcomes</i>	<i>Methods</i>	<i>Lead Academic Affairs Units</i>	<i>Collaborating Divisions/Units</i>
Explore external funding opportunities for faculty and staff.	Seek external funding to expand opportunities for faculty, such as endowed professorships. Seek external funding for existing and new faculty and staff awards. Seek external funding for diversity teaching fellowships, faculty in residence, or visiting professorships. Expand support for academic programs through relationships with private organizations and foundations.	Faculty & Academic Departments, College Deans, Provost's office, ORGSP, CAFE, CGE	University Advancement
Explore external funding opportunities for students and academic programs and experiences.	Seek external and/or state funding for academic programs and experiences. Seek external funding for full-ride scholarships for Honors College students. Expand graduate assistantships.	Academic Departments, College Deans, Provost's office, ORGSP, CGE, Brock Experiences, Baliles Center	University Advancement