

Six-Year Plans (2011) Longwood University

ACADEMIC PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)						
Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)	Biennium 2016-2018 (7/1/16-6/30/18)	
Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation		Strategies	Strategies	
		2012-2013	2013-2014			
Continue to allocate additional aid as tuition is increased. In an effort to mitigate the impact of tuition and fee increases, Longwood will provide financial aid assistance to Pell Grant recipients, the institution's financially neediest student population. Costs associated with this strategy are reflected on the Finance-Operating tab as a specific item.	A: Financial Aid	Incremental:	\$0	\$0	Continue to allocate additional aid as tuition is increased. In an effort to mitigate the impact of tuition and fee increases, Longwood will provide financial aid assistance to Pell Grant recipients, the institution's financially neediest student population.	Continue to allocate additional aid as tuition is increased. In an effort to mitigate the impact of tuition and fee increases, Longwood will provide financial aid assistance to Pell Grant recipients, the institution's financially neediest student population.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
(1) Initiate SOLstice, a summer science institute for LU middle school science teacher candidates and practicing middle school science teachers engaged in scientific research through face-to-face and online programming.(2) Initiate Summer STEM REU program: An 8-week summer research program for undergraduates mentored by LU science/math faculty. (3) Expand the J-Term to enable more students to take required courses within majors, facilitating timely degree completion. NOTE: The University's facilities are heavily used during the summer for summer school and by conference groups (over 5,000 participants), including Girls State; funds are reinvested into the University's academic programs and operations.	B: Year Round Use	Incremental:	\$0	\$0	Explore additional ways to expand program offerings to expedite student completion through online and residential programming, including the "Mini-mester" or the "May-mester" programs.	Continue to explore ways to better utilize its facilities.
		Savings:	\$0	\$0		
		Reallocation:	\$225,000	\$225,000		
Continue development of the Ed.D. program in Educational Leadership that currently partners Longwood faculty with Virginia Commonwealth University.	C: Resource Sharing	Incremental:	\$7,500	\$7,500	Partner with other Virginia institutions to develop a "virtual language department" for the teaching of Arabic and Chinese. Longwood will coordinate with other institutions on potential partnerships to maximize institutional efficiency opportunities.	Explore a nuclear engineering research collaboration with VCU and corporate partners.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
Seek SCHEV approval for a bachelor's degree in Environmental Science (this STEM program has already been approved by Longwood's Board of Visitors). As a quality improvement initiative, the University is in the process of developing an Academic Strategic Plan that will guide future academic program development.	D: New Programs or Initiatives	Incremental:	\$0	\$0	(1) Enhance and create additional programs producing more secondary math/science teachers. (2) Open the Center for Environmental Stewardship focusing on research in Farmville and Hull Springs Farm in Westmoreland County. (3) Increase laboratory undergraduate research opportunities. (4) Enhance Teaching Fellows Program for new Ph.D. students interested in teaching at the college level. (5) Explore the development of a Masters in Social Work program. (6) Explore the development of a 2+2 business education program with Southside Virginia Community College.	Develop additional health care programs using our nursing program as the anchor.
		Savings:	\$0	\$0		
		Reallocation:	\$118,552	\$118,552		
Increase student recruitment and marketing initiatives. Longwood's current student population is 95-96 percent Virginia students. The University plans to keep its Virginia resident student enrollment at 90 percent or higher. The University will be starting the second year of a two-year academic strategic planning process that, when completed, will drive programmatic changes at Longwood, which should increase enrollments.	E: 1: Increased Enrollment of Virginia Students	Incremental:	\$400,000	\$400,000	NOTE: Longwood's current student population is 95-96 percent Virginia students. The University plans to keep its Virginia student enrollment at 90 percent or higher. The University will develop incentives to enroll more students from under-represented populations. Longwood will enhance its recruiting efforts in areas of the Commonwealth not currently widely represented in the student body.	NOTE: Longwood's current student population is 95-96 percent Virginia students. The University plans to keep its Virginia student enrollment at 90 percent or higher. Longwood will initiate new programs that emerge from the Academic Strategic Plan.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		

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Identify and seek to re-enroll undergraduate students that have "stopped out" with partial credit. This initiative will necessitate Longwood becoming more flexible in acceptance of credit from prior years' academic requirements.	E. 2: Increased Completion for Residents with Partial Credit	Incremental:	\$37,295	\$37,295	Assess and likely restructure the Bachelor's of General Studies degree, that is now offered off-site, as a possible on-line program for degree completion for students with partial credit.	Develop an "academic bankruptcy" degree completion program to attract students who have been separated 5 years or longer from Longwood and other institutions due to academic suspension.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
(1) Add 20 new faculty [10/year] to increase the number of sections, and class offerings to facilitate students' time to graduation. (2) Expand the J-term (between fall and spring semesters) to enable more students to take required courses within majors and thus facilitate timely degree completion. (3) Re-evaluate current tuition per credit hour charge versus a flat tuition fee per semester in order to determine if the current method discourages sufficient student course load.	E. 3: Increased Completion in Timely or Expedited Manner	Incremental:	\$905,430	\$1,810,860	Longwood will explore a "Mini-mester" or "May-mester" and determine what programs may be added or expanded to provide the opportunity for students to graduate in a expedited manner.	Develop alternative delivery and alternative terms for degree completion in three years for selected programs.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
(1) Develop a 3+2 Program with VCU in which students receive B.S. in Physics from Longwood and M.S. in Mechanical Engineering (w/Nuclear Engineering concentration) from VCU. (2) Place admissions counselors on-site at local community colleges to facilitate recruitment of transfer students. (3) Assess the feasibility of articulation agreements that allow Associate of Applied Science degree track community college students studying human services to transfer into Longwood's social work program.	E. 4: Enhanced Community College, Transfer, and Degree Paths	Incremental:	\$121,056	\$121,056	Design more flexible degree options for adult students.	Seek financial incentives for transfer students.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
(1) Add 4 positions to the Student Success program to increase retention rates. (2) Reallocate a senior administrative position to the Academic Affairs division to be responsible for enrollment management, especially retention. This position will work in concert with the Division of Student Affairs toward increasing student engagement and will be responsible for gathering data on retention and assisting with the implementation of the Academic Strategic Plan.	E. 5: Improved Retention and Graduation Rates	Incremental:	\$334,142	\$334,142	Develop a plan for incentives for academic departments to increase student retention and graduation.	Review the success of retention and graduation strategies and modify as needed.
		Savings:	\$0	\$0		
		Reallocation:	\$128,880	\$128,880		
Expand faculty resources in Athletic Training, Therapeutic Recreation, Nursing, Communication Sciences and Disorders, and Exercise Science to accommodate more students in those programs.	E. 6: Increased Stem Degrees	Incremental:	\$61,497	\$90,246	Develop new programs based on Academic Strategic Plan.	Develop additional health care programs using our nursing program as the anchor.
		Savings:	\$0	\$0		
		Reallocation:	\$457,248	\$532,248		
(1) Develop 5-year Bachelors/Master's in Math and Science Secondary Teaching Program. (2) Develop 5-year BS/M. Ed program in Liberal Studies (pre-k-8 certification). (3) Develop 5-year Physical/Health Education Teacher Education BS/MS degree. (4) Develop a summer residential "Early College Preparatory Laboratory School for Middle Grades (grades 6-	E. 7: New Programs for Commonwealth's Objectives	Incremental:	\$390,434	\$705,607	Implement the M.Ed. program and the Laboratory School. Explore adding additional 2+2 programs with community colleges.	Expand the Laboratory School to reach more middle school students in rural areas.
		Savings:	\$0	\$0		

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8)" that would target low socio-economic/free and reduced lunch middle school students in rural Southside Virginia.		Reallocation:	\$0	\$0		
Establish an Office of Sponsored Programs and Research within the Academic Affairs division to facilitate faculty research and the awarding of grants for research and development.	E. 8: Increased Research	Incremental:	\$78,537	\$78,537	Enhance undergraduate research opportunities.	Increase the number of selected undergraduate students to present research papers at state and national conferences.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
Conduct an assessment of productivity and marketability of majors, both current and planned majors, including exploring developing a RN to BSN program and a Master's in Nursing.	E. 9: Efficiency	Incremental:	\$0	\$0		
		Savings:	\$0	\$0		
		Reallocation:	\$85,000	\$10,000		
(1) Increase use of distance learning (including hybrid, online, and video streaming) to off-campus sites, including underserved Southside Virginia locations of Emporia, South Boston, and Martinsville.	E. 10: Technology-enhanced instruction	Incremental:	\$140,000	\$140,000	(1) Explore and develop increased opportunities for online instruction, particularly to off-campus sites. (2) Evaluate the feasibility of e-text books. (3) develop a new instructional teaching unit to support distributed learning.	Implement e-text books for courses where appropriate.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
	E. 11: Economic opportunity initiatives	Incremental:	\$0	\$0		
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
Continue to refine internal assessment procedures and use the data gathered to improve academic programs. Ensure that programs gain or maintain external program accreditation. Develop the Quality Enhancement Program (QEP) as required by the Southern Association of Schools and Colleges.	E. 12: Innovation and continuous improvement	Incremental:	\$100,000	\$100,000	Implement the QEP and have SACS accreditation reaffirmed. Continue to monitor internal and external assessment data and implement changes as needed.	Continue to monitor internal and external assessment data and implement changes as needed.
		Savings:	\$0	\$0		
		Reallocation:	\$0	\$0		
(1) Partner with UVA, VSU and Fort Lee to develop the Virginia Logistics Research Center at Fort Lee that will focus on modeling and simulation for defense and business. (2)		Incremental:	\$377,500	\$525,000	(1) Establish partnership between academic partners, Department of Defense, and strategic fortune 500 corporations for sustainable collaborative effort in logistics research.	(1) Train next generation of technology leaders, providing market ready experience for students and connecting industry and defense community stakeholders w/students. Position

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Establish a secure Lab to focus on Cyber-Security technology.	E. 13: Other initiatives	Savings:	\$0	Provide resources that help reduce the cost of sustainment operations including crisis response by accelerating technology from assessment to product/service implementation. (2) Facilitate training for "first responders" and degree programs along with a best practices internship program for high-tech workforce development.	Virginia as global leader in modeling & simulation, a national critical technology. (2) Research projects, led by world renowned experts, will develop new inbound/outbound cyber-war technology. Graduates will take products/services from research into respective businesses and become new recruits for US Defense Intelligence community.
		Reallocation:	\$100,000		
Total 2012-2014 Costs					
Incremental (Included in Financial Plan line 17)			\$2,953,391		
Savings			\$0		
Reallocation			\$1,114,680		