

Report: Regional Engagement & Leadership

REGIONAL ENGAGEMENT AND LEADERSHIP DISCUSSION GROUP REPORT

Discussion group:

Regional Engagement and Leadership

Co-Chairs:

Meta R. Braymer, Vice President and Dean, CGPS

Jeanie P. Kline, Associate Vice President for Academic Affairs, CGPS

Members:

Anum Shaikh, UMW student, Class of 2011, SGA CSA President

Brian Baker, Executive Director, Small Business Development Center

Gail Brooks, Professor of Computer Information Systems

Janet Cropp, Assistant Dean of Advising Services, CGPS

Vincent DiBenedetto, former member, Board of Visitors

Claudine Ferrell, Professor of History

Cheryl Hawkinson-Melkun, Assistant Professor, CGPS

Charles W. Hayward, BAE Systems, UMW (MBA) student

Rick Hurley, Executive Vice President and CFO

John L. Johnson, Retired Educator, Instructor, CAS

Theresa Livelsberger, HR Director, GEICO, UMW (MBA) alumna

Mark Safferstone, Executive Director, Center for Professional Dev.

Lee Ann Reaser, Director of Annual Giving, UMW (MBA) student

Bill Reighard, Teacher, Riverbend High School. UMW (M.Ed.) alumnus

Charge to discussion group:

- Recommend goals, objectives, and some possible benchmarks that will direct and support University development of educational programs, economic partnerships, and other collaborations that are responsive to regional and Commonwealth business, workforce, cultural, and environmental needs;
- Define those areas of UMW programmatic strength as well as areas we could develop and serve in a leadership role; and
- Reflect on how the university might best meet the objective of enhanced and successful on-going government and business relations.

Importance and Value of Regional Engagement and Leadership to UMW Over the Next 5-8 Years

In the past ten years, the University of Mary Washington has established a strong relationship with its region through multiple partnerships with the Fredericksburg Chamber of Commerce, the Fredericksburg Regional Alliance, the George Washington Regional Commission (Virginia's

Planning District 16), and the Fredericksburg Regional Council. The College of Graduate and Professional Studies, in particular, is providing leadership as part of its mission of supporting regional economic development, lifelong learning, and professional advancement through an array of exceptional programs and services. The College is working toward its vision “to become the region’s premier provider of adult education and professional development programs and services.”

Such programs and services include robust academic undergraduate and graduate offerings, non-credit professional classes for individuals and organizations, and workshops/seminars/consultations for entrepreneurs interested in small business development. The fact that the College has contributed to the enhancement of the region’s educational opportunities during the first ten years—with over 1400 graduates from academic degree programs, as well as thousands of additional professionals served in specialized training and development—is illustrative of the need for and the success of UMW’s second campus.

It is imperative that the University of Mary Washington become even more fully engaged with its region in the coming years. In Planning District 16 (consisting of the City of Fredericksburg and the Counties of Caroline, King George, Spotsylvania, and Stafford), the 2000 Census showed a population of 241,044; the prediction for 2009 is 336,282; for 2015 the projection is 394,380; and by 2020 estimates are for a population of 443,639 (from George Washington Regional Commission reports). The Fredericksburg Regional Alliance noted that the Fredericksburg Region has been the fastest growing area in Virginia during the past 8 years. The labor force within a 40-mile commute exceeds 1 million, and is growing rapidly, making this a vibrant employment center.

Predictions also point to increased growth at the region’s military bases, including an influx from the Base Closure and Realignment Commission (BRAC) planning and from returning military personnel who will have the assistance of the new GI Bill. UMW is in close proximity not only to the nation’s capital but to four major bases: Fort A.P. Hill, Fort Belvoir, Dahlgren, and Quantico. It is clear that state and national leaders are concerned about America’s readiness in science and technology, about developing talent in various fields, and about replenishing intellectual capital in the area of national security. UMW can enhance its position among military units by providing leadership, technology, and security-related programs to military personnel during the next decade.

In addition, the State Council of Higher Education for Virginia (SCHEV) and the Association of Virginia Individualized Studies Administrators (AVISA) are actively focused on the needs of adult students, so the timing is excellent for UMW to offer key degree completion programs that serve both students and the Commonwealth. The area’s growth potential and the expanded program needs among prospective students indicate that UMW must continue its investment in education for the region, recognizing that the “region” is not just Planning District 16 but the Commonwealth of Virginia and beyond.

The University can maintain its strong liberal arts mission and simultaneously serve the needs of adult students who seek liberal arts and/or professional programs. As a public entity, UMW must embrace both the traditional and the nontraditional student, and can do so without losing its

identity. Since its beginning, the institution has been a leader in teacher education and the liberal arts, and with the development and growth of the College of Graduate and Professional Studies, the University has assumed a strong leadership role that can be enhanced to serve the region more effectively. The momentum gained in the past decade must accelerate to meet the growing needs of the region.

Goals supporting vision/goals of strategic plan

I. Goal: Offer academic programs and services in key areas that serve to promote and enhance a robust and diversified economy in the region, state, nation, and world.

Objective:

- Focus on the stature of Mary Washington and enhance its visibility by improving the University's marketing of adult degree completion with the goal of serving a larger percentage of the area's growing pool of diverse adult populations.

Benchmarks

- Maintain annual reviews of the two UMW programs aimed at adult students (Bachelor of Liberal Studies and Bachelor of Professional Studies) to ensure that UMW offers degree-completion options based on identified needs of a diverse set of adult learners; include faculty, students, alumni, and employers in the reviews, while analyzing curricula and learning outcomes;
- Increase undergraduate enrollment and diversity to more closely reflect the regional/state population;
- Provide opportunities for experiential learning at the undergraduate level, encouraging specific engagement in the region, as it relates to students' fields of study;
- Strengthen partnerships with community colleges, including articulation agreements and advising programs that provide a path to completion of undergraduate and graduate degrees;
- Plan and conduct semi-annual meetings with Germanna, Northern Virginia, Lord Fairfax, and Rappahannock Community Colleges to focus on program articulation and transfer agreements;
- Ensure that provisions exist for first-year students at community colleges to have information related to teacher preparation programs for those interested in K-12 careers;
- Enhance online course offerings and services that meet quality standards while addressing the needs of non-traditional student populations; and
- Expand marketing efforts focused on the nontraditional student, using a variety of strategies aimed at this population, including web- and print-based media, as well as e-mail and other approaches.

Objective:

- Study the needs in the region for expansion of current graduate programs, and for new graduate programs that will attract a larger percentage of the area's growing pool of diverse adult populations while enhancing regional workforce viability.

Benchmarks

- Systematically assess employers' needs (using focus groups, surveys, etc.) for a well-trained, well-educated workforce to determine if the University should modify current graduate programs/services and/or add new graduate programs/ services;
- Increase enrollment and diversity in all graduate programs. Identify all graduate programs from UMW and other universities needed at the Dahlgren site to insure that educational needs of students at UMW's third campus are met; and
- Increase online course offerings and services that meet quality standards while addressing the needs of graduate student populations.

II. GOAL: Serve as a catalyst for regional collaboration and cohesion for identifying challenges and opportunities to enhance the connections, inclusion, and participatory engagement among members of the entire region.

Objective:

- Establish a Center for Regional Engagement to serve as a venue for discussion and for collaborative solutions, for bringing together health care professionals, educators, businesses, historic preservation, corporate and government agencies, and for the creation of partnerships to assist in serving the region's needs.

Benchmarks

- Connect academic research and teaching at both campuses with regional challenges such as transportation, diversity, housing, health care, and other key areas addressed by the Center;
- Host an annual conference on regional issues;
- Through the Center for Professional Development, increase the number of external corporate and public partners with whom we offer customized non-credit programs;
- Increase the number of professional and scholarly conferences, seminars, and workshops held annually; and
- Ensure that key constituents from business, industry, active duty military, government and government contractors, chamber of commerce, and advocacy groups participate through advisory councils to assist the Center for Regional Engagement, the Center for Professional Development, the Rappahannock Region Small Business Development Center, and the Dahlgren Education and Research Center.

Objective:

- Assume a leadership role with defense/governmental establishments that are vital to the region as major contributors to the area's economy.

Benchmarks

- Continue the development of partnerships and facilities for the UMW Center for Education and Research at Dahlgren; decide on matters such as duplication of offerings among institutions, cost

of participation, and personnel needs;

- Identify critical educational programs for individuals who work at Dahlgren and, with appropriate programming and access, for those working at Quantico; develop a plan to make those programs available to these populations;
- Provide research space for Dahlgren, university, and private industry projects in the second building of the Dahlgren Center;
- Explore and/or expand partnerships with Marine Corps Base Quantico, Defense Acquisition University, Defense Security Service, Naval Postgraduate School, Fort A.P. Hill, Fort Belvoir, Fort Lee, and the Federal Bureau of Investigation;
- Provide workforce training for returning military personnel who seek to work in regional businesses; and
- Address the needs of the local population as they prepare for returning military personnel to enter the regional workforce.

Objective:

- Develop a Leadership Training Academy on the Stafford campus, with the intent to serve a variety of constituents throughout the Commonwealth and the District of Columbia.

Benchmarks

- Conduct a feasibility study to determine the need for a new facility in Stafford to conduct Executive Leadership programs; and
- Consult with individuals associated with leadership programs in key areas of the country to assess best practices for such programs.

Brief summary of where UMW is vis-a-vis your area and/or a summary of the major issues/challenges/opportunities associated with your area:

The University of Mary Washington is well positioned to support traditional and nontraditional students in the next three – five years. The College of Arts and Sciences offers 32 majors in the BA/BS/BLS programs. The College of Graduate and Professional Studies offers four degree programs and ten certificate programs to serve adult students in the region as part of its mission to support regional economic development. The College of Graduate and Professional Studies also supports area employers and their employees in critical workforce education and training through the Center for Professional Development and the Rappahannock Region Small Business Development Center.

As UMW moves forward, the flexibility of Stafford campus programming must be maintained to enable the University to respond in a timely manner and with standards of excellence to emerging needs. Faculty and staff at CGPS are continuously attuned to the region's opportunities and are willing to work diligently and rapidly to meet and/or adapt to prospective ventures.

Specific challenges to be addressed include the need for:

- Continued collaboration and cooperation between campuses;

- A fully-coordinated, strategically-focused institutional marketing plan;
- Using scarce resources judiciously during economic downturns;
- Addressing the changing economy and shifting demographics;
- Enhancing the University in an identifiably inclusive manner. Current levels of diversity are not reflective of the regional population, and the University would do well to reach out to all groups during the coming years.

Focusing on the future, we encourage collaborative efforts to deliver exceptional programs and services via traditional, blended, and distance learning, to enhance human and technical capital, and to utilize best practices in all leadership and engagement opportunities.

Attached:

1. State Council of Higher Education for Virginia (SCHEV) Working Paper on “Adult Baccalaureate Completion Programs” (note: this is a working document not yet finalized for public review).
2. Association of Virginia Individualized Studies Administrators (AVISA) report on statewide adult degree programs.