

# PARTNERSHIP WITH SOUTHWEST VIRGINIA



## Annual Report FY10 Economic Development Action Plan



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## **Partnership with Southwest Virginia Economic Development Action Plan - Annual Report FY10**

### **BACKGROUND**

As part of the restructuring management agreement with the Commonwealth, the University of Virginia (U.Va.) is required to establish a formal partnership with an economically distressed region in Virginia, and to “work meaningfully and visibly” to stimulate economic development in that region. U.Va. has selected the Coalfield region and is partnering with the University of Virginia’s College at Wise and the Virginia Coalfield Economic Development Authority (VCEDA) in this effort.

The Coalfield region is defined as the area encompassed by VCEDA (Planning Districts 1 and 2). It includes the city of Norton and the counties of Lee, Scott, Wise, Dickenson, Russell, Tazewell, and Buchanan.

### **REPORTING REQUIREMENTS**

The University submitted an economic development action plan to the Governor and General Assembly on December 20, 2006. In accordance with Article 2, Section 2.2.1, Part 3, U.Va. is required to submit a report to the Governor and General Assembly by September 1 of each year, outlining its progress in implementing the action plan during the prior fiscal year. This report covers activities for July 1, 2009 – June 30, 2010 (FY10). It is the fourth annual progress report submitted to date.

### **ACTION PLAN SUMMARY**

Leaders in Southwest Virginia are focused on transforming their economy from one centered mainly on tobacco, coal, and timber harvesting to one that includes information technology, education, health care, and energy. Citizens of this “e-region” (energy, education, electronic information technology) have made notable progress. To attract companies, local leaders recognize that they must have an infrastructure that includes an educated workforce, business acumen, and widespread access to medical care.

This context was used in developing U.Va.’s action plan. The three main categories for collaboration between U.Va. and Southwest Virginia include Access to Health Care, K-12 Education Support, and Business Support. A website dedicated to this collaboration can be found at: <http://www.virginia.edu/vprgs/industry/Southwestva.html>

## **OVERVIEW**

The U.Va.-Southwest Virginia Economic Development Partnership has been in place for four years. During this time period significant progress has been made.

- We have identified key projects for each focus area and have advanced beyond the initial planning stage, gaining momentum and generating enthusiasm among stakeholders.
- Relationships, which are critical to this initiative, have deepened and flourished, leading to new opportunities and creative approaches. Regional partners are making valuable connections to colleagues, companies, and community organizations that have long been working toward improved education, health care, and economic development and that can identify ways for U.Va. to add the most value to ongoing efforts.
- We have leveraged additional resources and secured new sources of funding.
- Academic faculty members have become engaged and have brought their expertise, students, and connections to bear on issues of relevance to their life's work.

Economic development is a continuous process with no definitive endpoint, but the work being done in the region begins to create a durable foundation for future endeavors.

## **HIGHLIGHTS 2009-2010**

- We helped to secure more than \$2.5 million in new funding to bring programs and services to the residents of Southwest Virginia, including an extensive professional development program for history teachers, an in-region engineering degree program for both traditional students and working adults, and a new scholarship fund for nurse practitioner students from Southwest Virginia who will study at U.Va. and ultimately return to the region.
- U.Va. clinicians provided more than 2,200 direct patient encounters. This included over 1,000 adult and pediatric patient encounters with physicians representing 13 different medical specialties and subspecialties. In addition, we saw over 6,000 patient encounters at the July 2009 Remote Area Medical Clinic in Wise.
- In conjunction with U.Va.'s College at Wise and other partners we helped launch the first *Healthy Appalachia Research Symposium* and the first *Healthy Appalachia Health Summit* in Southwest Virginia.
- Over 980 teachers participated in U.Va.-designed and -delivered professional development courses in the region. Over 9,800 students were assessed and monitored using U.Va. literacy screenings and database resources.
- U.Va.'s Darden Graduate School of Business, through its globally recognized Executive Education, delivered the first of six advanced business classes to 27

managers at the Technology Development Center in Lebanon. Participants who complete four of the six courses will receive a certificate from Darden in Leadership Management.

- The Tayloe Murphy Center at Darden initiated a competition to highlight and recognize entrepreneurial firms that have demonstrated sustained economic vitality while operating in communities facing challenging conditions. A number of firms from Southwest Virginia entered the competition.
- U.Va.'s Academic Community Engagement (ACE) program funded course development for two classes that bring together undergraduate and graduate students from U.Va. and U.Va.'s College at Wise as well as health care professionals in Southwest Virginia. The goal is to educate students in the culture and health of the region and to support community organizers in their efforts to effect change.

### **KEY PROJECTS**

U.Va. has many activities underway in Southwest Virginia, and we will continue to provide support for those activities whenever possible. However, we recognize that our progress will be greater if we pool our resources and focus our attention on key projects in the previously identified areas: K-12 Education Support, Access to Health Care, and Business Support.

These signature projects are based on needs identified by the community, and feature strong connections and relationships between regional partners and the University, on-site activities, opportunities for students to creatively address real-world challenges, sustainability, scalability, and clear metrics to gauge success. More information on our key projects can be found below.

### **K12 EDUCATION SUPPORT**

#### **Key Project: Southwest Virginia Early Language & Literacy (SWELL)**

U.Va. is leading a pilot project that aims to foster more positive interactions between parents and toddlers in Wise County, Virginia. Called the SWELL Project (Southwest Virginia Early Language and Literacy), this research will be conducted through a partnership between the Curry School, U.Va.'s College at Wise (U.Va.-Wise), East Tennessee State University, and Kids Central.

Oral language is critical to a child's early literacy development, yet not all young children experience positive verbal exchanges



*Kim Austin, Assistant Director for Kids Central in Southwest Virginia and SWELL collaborator*

regularly at home. The years between birth and age four are critical for children. A narrow window of opportunity exists for laying the foundation of early language and literacy skills. Waiting until children reach kindergarten to teach these skills virtually guarantees that they will never catch up to their peers in reading and comprehension.

Through SWELL, education students at U.Va.-Wise are working with local toddlers who are at increased risk of reading failure and of being identified for special education services due to poverty. U.Va.-Wise students are making weekly home visits with twelve families for an initial three-month pilot. They are educating parents about play-based opportunities to increase early language experiences such as storybooks, puzzles, crafts, and games.

***“SWELL is a groundbreaking project. Our faculty and students will be participating in interventions that have great potential to disrupt the generational cycles of illiteracy and poverty.”***

*-Jeff Cantrell, Professor and Chair  
UVa-Wise Department of Education  
and SWELL collaborator*

Kids Central, a vital partner that operates the federal Head Start and Early Head Start programs in several Southwest Virginia counties, identified all the families participating in SWELL. Kids Central is eager to expand the services for these families, at least 90 percent of whom have incomes at or below the poverty line.

To assess the effectiveness of the home visits, electronic recording devices will be used for sampling the audio environment in the child’s vicinity. For one day every week during the program period, children are wearing the device tucked inside the pocket of a specially made shirt. Once the recordings are made, researchers will use language environment analysis software that can distinguish between speakers and analyze the number of adult words the child hears.

The initial analysis will determine if the quantity and quality of adult-child language interactions increase for those families visited by the U.Va.-Wise students. Their results will be compared to those of a control group of twelve other families who did not receive the extra home visits.

U.Va.-Wise plans to extend the benefits of the SWELL Project by including another round of home visits as part of the requirements of early childhood coursework for teacher education students during the fall 2010 semester.

Once the pilot project's success has been evaluated and revisions are made, the partnership will seek federal funding to expand the program throughout the Coalfield region of Virginia. The SWELL Project is a collaboration exemplar because it capitalizes on the abundant expertise of many key partners. In Southwest Virginia we are collaborating with professionals at U.Va.-Wise, Kids Central, East Tennessee State University, and in the public schools. By harnessing this expertise, we will see results that are significant and, more importantly, sustainable.

**A K12 Education Support Follow-Up From FY2009:  
The Curry School in Coeburn**

The Wise County town of Coeburn has three schools and, as of this year, three new assistant principals—all 2009 Curry School of Education graduates with Education Specialist degrees. They were members of a 23-person cohort participating in an off-Grounds administration and supervision program initiated and led by U.Va.’s School of Continuing and Professional Studies and the Curry School.

Former teachers Greg Jessee, Heather Sykes, and Rick Bolling were hand-picked for this cohort by their school district as having potential to make good administrators. All three agree, though, that they would not be in their new positions if the Curry School program had not been brought to Southwest Virginia.



*“The program really prepared us to meet the challenges of administration. I’ve been able to deal with everything I’ve come across on the job so far.”*

**Greg Jessee**  
Assistant Principal  
Coeburn High School



*“This is the only way we could have gotten this degree. You can’t drop everything and drive five hours to U.Va. every week.”*

**Heather Sykes**  
Assistant Principal



*“The program was very hands-on practical. I interned at all three Coeburn schools and got a little taste of everything.”*

**Rick Bolling**  
Assistant Principal



## **BUSINESS SUPPORT**

### **Key Project: Building Capacity in Management and Entrepreneurship**



The Darden Graduate School of Business has several active and robust programs centered in Southwest Virginia that seek to build capacity in the region for advanced management and leadership skills and to foster entrepreneurial activity. These activities, which

include the Executive Education *Partnership for Leadership Development* and the work of the Tayloe Murphy Center, are described below.

#### ***Partnership for Leadership Development***

As organizations and the world in which they operate change and grow, they can no longer only rely on a small group of leaders. Today, everyone must develop quality management and leadership talents to be successful in an increasingly competitive business environment.

Based on exploratory discussions with business leaders from within the Southwest Virginia region, the Darden School and U.Va.'s College at Wise formed the *Partnership for Leadership Development*. This partnership will host an option of six key courses, from which participants will select four to complete the requirements and earn their Certificate in Leadership Development. Rooted in an expressed need for development of management skills, influence, and strategic and functional acumen, participants can build an excellent learning portfolio through which they will grow and, ultimately, help their business and region grow.



*Darden Executive Education Course  
May 2010, Lebanon, Virginia*

Darden Executive Education has over 50 years of experience in delivering highly effective development courses for individuals in organizations of all sizes. Through selected Darden/U.Va.-Wise programs, participants will attain insight into key practices and core knowledge necessary for developing the power of cross-functional teams, building excellent negotiation and influence techniques, and working more effectively with the financial resources in their organizations.

The *Financial Times* recently ranked Darden Executive Education in the *Top Five Worldwide* among business schools in areas including Course Design (#1), New Skills and

Learning, Relevant Teaching Expertise, and Teaching Materials. Beyond their expertise and outstanding classroom facilitation, Darden faculty members are committed to providing the most innovative and action-oriented learning experiences for executives. Darden professors have knowledge and practice in the private sector and consult for leading corporations, influential organizations, and government agencies in the U.S. and abroad. This familiarity keeps them in touch with trends and issues in the global marketplace and furthers the integration of insights and understanding that enable breakthrough visions.



Professor Sherwood Frey teaching  
"Negotiating Success" in Lebanon

The first of the courses in the *Partnership for Leadership Development* series was held May 12-13 in Lebanon, Virginia. Professor Sherwood Frey, a highly regarded Darden faculty member for over 30 years and the recipient of numerous, prestigious teaching awards, taught *Negotiating Success* to 27 executives and managers, on-site in Southwest Virginia.

*Negotiating Success* is designed to help novice and

experienced managers become better negotiators. The program creates an intensive learning laboratory where participants engage in a series of actual face-to-face negotiations that will help develop and enhance their skills.

These negotiations are then followed by in-depth debriefs where the experiences are explored and analyzed to build best practices, insights, and conceptual frameworks shared by successful negotiators.

Successful business leaders integrate negotiating skills across every aspect of their daily functions. To sustain a competitive advantage, executives must know the powerful strategies used to increase influence, improve relationships, and enhance effectiveness. Using case studies that contain a broad range of issues faced by operating managers and other professionals in typical business situations, this program helps participants develop core skills for assessing a negotiation, developing a strategy, and executing it to create better outcomes, sustainable relationships, and more comfortable negotiating processes.

Participants in *Negotiating Success* develop:

- A thorough understanding of the components of effective negotiating.
- A deeper appreciation of their personal negotiating styles and how their own capabilities vary in different situations.
- Insights to create appropriate strategies – at and away from the table – to improve relationships and enhance effectiveness.
- Skills to analyze and structure negotiating situations.

### ***Tayloe Murphy Center***

The Tayloe Murphy Center at the Darden Graduate School of Business was established to foster economic development within the Commonwealth. Under executive director and Darden faculty member Gregory Fairchild, who began leadership of the Center in July 2009, the Center seeks to engage with local leaders who are committed to moving challenged areas toward community competitiveness. The Center will assist in making crucial investments – educational, institutional, and infrastructural – to spur economic competitiveness while preserving the culture and features that make these communities great places to live. The Center will work with these community partners to promote entrepreneurship and the creation of economic activity through activities that foster local business growth and creation.

One way that the Tayloe Murphy Center is supporting economic development is through their newly created *Tayloe Murphy Resilience Awards Competition*, which seeks to highlight entrepreneurs who in their daily practice of business have been growing their firms and providing jobs and community leadership in challenged regions, including much of Southwest Virginia. The Tayloe Murphy Resilience Awards will salute these entrepreneurs, bring attention to them and let students of entrepreneurial progress everywhere know about them.



***“Communities can be, should be, grown with local, indigenous talent.”***

-Gregory Fairchild  
Executive Director, Tayloe Murphy

With this recognition, networking opportunities and critical growth resources to help build on these firms' strong fundamentals should follow. The Tayloe Murphy Center will

***“We want to shine a light on businesses in areas that are more challenged and give them resources to reinvest in their businesses.”***

support the entrepreneurial initiative of winning firms with scholarship funding for select Darden Executive Education programs. Working with Darden's executive education professionals, each year's winners will select the program offering that best suits their firms' current growth needs. Winners will be announced Fall 2010.

The Center also began direct partnership with the greater Wise area in the spring of 2010 with a series of meetings with local

economic development, business, and other leaders in the region. Working with these partners, the Center will bring educational programming, public outreach, and other resources to promote entrepreneurship and business growth and creation to the area.



The Tayloe Murphy Center Resilience Awards Competition wants to salute and support winning businesses with:

- Statewide publicity for businesses.
- Introductions to lenders, investors, and others in Virginia's business community.
- A fully funded course worth between \$8,000-\$12,000 at Darden's Executive Education program.

## ACCESS TO HEALTH CARE

### **Key Project: Healthy Appalachia Institute**



A healthy workforce is necessary for a healthy economy. The mission of the Healthy Appalachia Institute (HAI) is to improve the health, education, environment, and prosperity for residents of central Appalachia by collaborating across communities and organizations, generating and implementing new ideas and engaging the social, economic, and scientific issues that exist at the interface of health and the Appalachian culture. This extensive mission includes efforts to ensure a healthy workforce.

The HAI is a collaboration between critical thinkers, scholars, system planners, and leaders at U.Va., U.Va.'s College at Wise, the Southwest Virginia Graduate Medical Education Consortium, the Southwest Virginia Health Authority, and key partners in government, education, business, and health care.

Listed below are some of the primary work streams for the HAI during 2009-2010:

- *Enabling Planning and Health Assessment*

The Southwest Virginia Health Authority's *Blueprint for Health and Health-Related Prosperity*, co-developed and published in coordination with HAI, was announced in July 2009 at a regional press conference and is receiving statewide attention. This planning guide is one of the first of its kind in the nation and sets specific health outcomes and programs for the region. The full plan can be viewed at [www.healthyappalachia.org](http://www.healthyappalachia.org)

Also completed for the region are a health resources inventory, an economic analysis of the impact of the health sector in Southwest Virginia, and an on-going repository of population demographics and health status. HAI also staffed two regional Authority committees tasked with developing a dental school and a specialty medical practice center. A faculty member in the Department of Public Health Sciences at U.Va. has been engaged as the Institute's lead evaluator. The Institute for Public Health Innovation, headquartered in Washington, D.C., and HAI have jointly submitted a proposal to the Virginia Department of Health to provide technical and strategic planning assistance to underserved communities.

In partnership with the Southwest Virginia Health Authority, HAI sponsored the first health summit in Lebanon with support from the National Network of Public Health Institutes and the Center for Disease Control's Office of Innovation and Research. The focus of the health summit was to review recent County Health Rankings and solicit input from attendees on next steps for the region, using that information to revise the *Blueprint* and develop a strategic plan.

The summit was well attended, with 105 participants including county administrators, state legislators, law enforcement officials, social service agency heads, economic developers, educators, chamber of commerce leaders, and health district and system leaders from throughout far Southwest Virginia. Those attending expressed commitment to staying connected with the ongoing collective, regional planning effort that the Health Authority and HAI are promoting.

- *Operating Innovative Programs*

Healthy Appalachia Works, a \$1 million, three-year Virginia Tobacco Commission grant to the U.Va. Cancer Center, is bringing vital cancer services and programs to the region, including: free digital tele-mammography screenings for uninsured women (212 women to date), gynecological (GYN) cancer clinics (including tele-colposcopy), professional education (including nurse practitioner colposcopy certification), cancer patient education resources, a regional cancer patient navigator, access to clinical trials, collaborative tumor boards, and an onco-pharmacology program in development with the Appalachian College of Pharmacy.

Through other federal and state support, telehealth sites in far Southwest Virginia have been expanded, a pain management telemedicine clinic is in development and an innovative desk-top video conferencing system is being integrated. In addition, to address the severe shortages in specialty care, field clinics in endocrine, GYN, neurology, and pediatrics are on-going.

- *Promoting Service Learning*

Six exceptional students from U.Va.-Wise and U.Va. served as HAI Student Fellows during FY10. The undergraduates, post-graduates, and graduate students' projects focused on diabetes, rural models for dental hygienists practice, recreational physical use, medical patient satisfaction for the Remote Area Medical clinic in the region, and clean water issues in global health. We have begun discussions with other colleges and professional schools to provide additional student fellows, with six new fellows engaged for 2011.

In addition, through a gift from the Denver Foundation, the inaugural *Marguerite B. Howard Nurse Practitioner Fellowship* was awarded by the School of Nursing for a nurse practitioner (NP) student from far Southwest Virginia for 2009-2010. Two students were selected for this full scholarship for the 2010-2011 academic year. The purpose of this scholarship is to ensure nurses return to the region to practice primary care. Four NP sites are now operating in the region, directly increasing access to health care. Twenty NP students served in these sites in 2009-2010.



- *Fostering Community Engagement*

In November 2009 approximately 40 invited community, governmental and health leaders gathered at U.Va.-Wise for the region’s first *Diabetes Roundtable* as a first step in developing a plan to address the region’s severe diabetes rate. This was convened in partnership with the Health Wagon’s *Diabetes Outreach Program*, a jointly funded three-year project through the U.S. Health Resources and Services Administration.

***“Public health institutes leverage resources and partnerships to improve the population’s health. Strengthening these institutes is key to strengthening our nation’s public health system.”***

**-Joseph Kimbrell, CEO National Network of Public Health Institutes**

Also in November, 50 people participated in a daylong *Hospice Roundtable* co-sponsored by Wellmont Health System. This initial planning conference featured sessions on best practices in narcotics and pain management, the problem of late referrals, and facilitating care surrounding bereavement issues. HAI is also facilitating the strategic plan development for OneCare of Southwest Virginia, Inc., a coalition of partners from planning districts 1-4 who are committed to addressing the severe problems in prescription drug abuse and misuse in the region.

- *Achieving Sustainability*

HAI was awarded a \$90,000 Appalachian Regional Commission grant to develop leadership capabilities and foster sustainability. At a recent HAI planning conference the operations committee identified several grant opportunities that are now in development. In addition, over 100 people from the region attended a summer reception held by the institute to seek and build philanthropic partnerships. To foster this support, the *Healthy Appalachia Fund* has been established through the U.Va.-Wise Foundation, Inc., a 501 (c) (3) corporation.

- *Facilitating Community-Based Research*

HAI faculty fellows are conducting community-based research in nursing education and pain management, obesity and diabetes prevention, preventing cervical cancer through nurse practitioner-delivered colposcopy services, barriers to clinical trials, and tobacco cessation.



*Dr. Richard Guerrant talking with HAI fellows at research symposium*

As part of its efforts to encourage the next generation of health providers and researchers, HAI designates student fellows. In April 2010 five

of the student fellows (undergraduate and graduate students from U.Va.-Wise and U.Va.) presented their findings at a research symposium entitled “Global Communities, Local Action.” The keynote speaker was researcher and physician Dr. Richard Guerrant, internationally-known expert on enteric infections and director of U.Va.’s Center for Global Health.

HAI is also partnering with U.Va. in the development of the institution’s Clinical and Translational Science Award (CTSA) proposal. As part of these efforts, HAI, in partnership with the Southwest Virginia Health Authority and Virginia Tech, is helping to develop community-based participatory research standards for the region.

- *Structuring a Framework for Success*

The HAI founding faculty members include over 40 health scholars, professionals, and leaders from education and the community. Recent meetings with East Tennessee State University, Lincoln Memorial University’s DeBusk School of Osteopathic Medicine, and the Institute for Public Health Innovation are first steps in fostering collaborative projects.

HAI is the first public health institute in Appalachia to receive formal designation as a *National Network of Public Health Institute*. As part of this recognition, HAI received a seed grant from the National Network of Public Health Institutes (NNPHI), with support from the Robert Wood Johnson Foundation, to grow as an emerging public health institute designed to foster a healthier citizenry in Southwest Virginia.

The Healthy Appalachia Institute is one of only six emerging public health institutes to receive this support and undertake a range of activities intended to cultivate partnerships, enhance executive leadership, and build the capacity to inform public health policy.

The executive director of the Georgia Health Policy Center, one of the nation’s premier public health institutes, will serve as Healthy Appalachia’s mentor during the grant period. Additionally, the Institute will participate with emerging and mentor institutes in learning and leadership meetings.



## LIST OF PROGRAMS

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### **K12 Education**

#### *Primary partners:*

Center for Teaching Excellence, U.Va.'s College at Wise, Wise County Public Schools, Russell County Public Schools, "Pathways" Governor's Regional Career and Technical Academy, Southwest Virginia Higher Education Center, Kids Central

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### **Southwest Virginia Early Language and Literacy (SWELL)**

Faculty from U.Va. and U.Va.'s College at Wise are teaming up to tackle the problem of school readiness at the very earliest stages. By working with parents of at-risk children age 0-3 we hope to address the root causes for low literacy and language skills, which are essential for learning to read.

In partnership with the Wise area Head Start, Kids Central, we will build on their current efforts to reach families and provide evidence-based guidance on how they can improve their home environment and parent-child interactions. Faculty from East Tennessee State University are also part of this effort.

### **SCOPE Southwest (Statewide Communities of Practice for Excellence)**

This program is designed to develop advanced leadership skills for intact cohorts of individuals from participating school divisions. It provides continued professional growth for administrators while establishing communities of practice for excellence.

U.Va.'s School of Continuing and Professional Studies (SCPS) continues to engage the cohorts through conferences, workshops, and other professional development activities for practicing administrators. A seminar, "*Opportunity to Learn – Equal Access and Equal Outcomes: How Can We Make This a Reality for Our Students?*" was held on June 17 and 18, 2010, at the Southwest Virginia Technology Development Center in Lebanon. Eleven school professionals advanced their skills, knowledge, and opportunity to maintain the professional learning network they have created. Thirty-six school leaders have expressed interest in attending a similar event in fall 2010.

### **Teaching American History**

U.Va., U.Va.'s College at Wise, and the Southwest Virginia Public Education Consortium (comprised of 16 school systems) are implementing several grants from the U.S. Department of Education to enhance middle and high school efforts to teach American history. This program provides history teachers with in-depth courses, materials, and

other support to allow better teaching of the Colonial, Civil War, and Cold War periods of American history. U.Va.'s Center for the Liberal Arts (CLA) provides leadership and coordination among University groups and offers guidance on program development and implementation.

The two currently active grants are:

1. *Immersion in Traditional History*
2. *American Crises, American Solutions: A History Specialist Model for Traditional American History*

The second of these two Teaching American History grants, *American Crises, American Solutions*, was awarded in July 2009 for \$1.6 million. This will create a cohort of 45 history specialists who can serve as a powerful resource for all teachers in their respective schools and districts.

The CLA is an integral partner in both of the grants mentioned above. CLA helped plan the annual Southwest Virginia history conference, sponsored by funding from the *Immersion in Traditional History* grant; the conference was attended by over 140 education professionals. CLA helped recruit faculty for the programs sponsored by the two grants, which include a field experience, six one-credit graduate courses, and three full-day workshops.

Approximately 70 teachers attended programs presented by faculty from U.Va.'s Miller Center for Public Affairs, the Corcoran Department of History, and U.Va.'s College at Wise. Faculty from the Curry School of Education offered courses on leadership, history, and the classroom. The School of Continuing and Professional Studies offered credit for the graduate courses and the Center for the Advanced Study of Teaching and Learning (CASTL) provided guidance regarding evaluation and research for the grant.

U.Va. doctoral students in history were available as research assistants to those participating teachers who sought to obtain additional content-related information, particularly primary source materials, and develop classroom materials.

### **Phonological Awareness Literacy Screening (PALS)**

*PALS - I. State Initiative: Early Intervention Reading Initiative (EIRI)*

Virginia's Early Intervention Reading Initiative (EIRI) serves K-3 students in Virginia public schools. All students in participating divisions are assessed with the Phonological Awareness Literacy Screening (PALS), developed by Dr. Marcia Invernizzi (Curry School of Education) and colleagues at the University of Virginia. The PALS assessment provides screening, diagnostic, and progress monitoring information to guide effective literacy instruction. Students not meeting the PALS benchmarks are provided 90 minutes of additional literacy instruction each week under the initiative.

PALS is the state-provided assessment for Virginia's EIRI. The PALS Office at U.Va. supports over 14,000 Virginia teachers by providing the following resources at no charge: assessment materials, an online score entry and reporting system, interpretive reports to help teachers drive instruction and monitor student progress over time, and storage of student assessment scores for school divisions. In addition, the PALS office responds to questions from educators on a daily basis via a toll-free hotline and email.

All eight school districts in the Coalfield region have participated in the EIRI since 1997 and have signed on to participate for the 2010-2011 school year. During FY10 there were 534 teachers supported by PALS Office and 8,769 students assessed using PALS.

#### *PALS - II. Early Intervention Reading Initiative (EIRI) Symposium*

The PALS Office sponsors an annual EIRI Symposium with the Virginia Department of Education for school divisions participating in the Early Intervention Reading Initiative (EIRI). The purpose of the Symposium is to assist school divisions in planning effective reading intervention services for students in kindergarten through the third grade who demonstrate reading deficiencies. During FY10 teams of three participants from each school division were invited to attend, including the PALS division representative, elementary school principals, elementary school reading specialists, and K-3 classroom teachers.

Curry faculty members from the PALS Office conducted three small group sessions on Concept of Word (COW): Assessing COW, Analyzing COW Data, and Planning Differentiated COW Instruction. This event was held in March 2010 and 21 teachers and administrators from throughout the Coalfield region attended.

The response to the Symposium continues to be very positive, and the event is scheduled for the fifth consecutive year in March 2011.

#### *PALS – III. – PALS Regional Training for K-3 Teachers*

Each year the PALS Office sponsors regional training sessions for K-3 teachers throughout the Commonwealth of Virginia. During the 2009-2010 school year three regional trainings were held, one of which attracted eight teachers from the Coalfield Region.

Curry faculty members from the PALS office organized and presented at these trainings. During 2010-2011 two more regional training sessions will be held in the Coalfield Region and many teachers are scheduled to attend.

#### *PALS - IV. PALS-PreK: Virginia Preschool Initiative (VPI) and other PreK Programs*

The Virginia Preschool Initiative (VPI) provides quality preschool programs for at-risk four-year-old children. VPI programs are required to screen children with the Phonological Awareness Literacy Screening for Preschool (PALS-PreK), developed by Dr.

Marcia Invernizzi (Curry School of Education) and colleagues at the University of Virginia. In addition to VPI programs, many other preschool programs in Virginia use the PALS-PreK assessment and the Online Score Entry and Reporting System.

PALS-PreK is the state-provided assessment for VPI programs and the PALS Office at U.Va. supports these programs by providing the following resources at no charge: assessment materials, an online score entry and reporting system, interpretive reports to help teachers drive instruction and monitor student progress over time, and storage of student assessment scores for school divisions. In addition, the PALS office responds to questions from educators on a daily basis via a toll-free hotline and email.

This year all eight school districts in the Coalfield region had at least one VPI classroom, as well as many other preschool programs funded through a variety of sources that use PALS-PreK. All divisions are expected to participate in VPI during the 2010-2011 school year. During FY10, 72 teachers from the Coalfield region were supported by PALS Office and 997 students were assessed using PALS.

*PALS – V. – PALS-PreK In-services in Tazewell and Buchanan*

Two training sessions for PreK teachers were held in the Coalfield region this year. Both focused on using PALS-PreK data to plan differentiated literacy activities for students. Former and current Curry faculty members from the PALS Office worked together to plan and deliver these in-services to 49 participants from the Coalfield region during 2009-2010.

**Financial Aid Awareness Workshop**

U.Va.'s dean of admissions joined his counterparts from Harvard and Princeton for a national recruiting tour that focused on efforts to make their universities more accessible for all families, especially those with modest incomes. At U.Va. this program is called *AccessUVa*. These recruiting trips are one of the many ways U.Va. is reaching out to a broader pool of students.

During FY10 U.Va.'s Dean of Admission and Associate Dean of Admission travelled to the region and met with 33 guidance counsellors and six students and parents from area schools to spread the message of affordability and accessibility.

**Undergraduate Admissions Outreach**

U.Va.'s Office of Undergraduate Admissions is committed to ensuring that high school students from across the Commonwealth have access to information about the U.Va. admissions process. This initiative includes efforts to encourage residents from Southwest Virginia to apply to the University. During FY10 the *AccessUVa* Coordinator attended five college fairs in the region.

### **Appalachian Writing Project, Summer Institute**

Outstanding teachers in Southwest Virginia may apply to the Invitational Summer Writing Institute on the campus of U.Va.'s College at Wise. This month-long institute, led by a faculty member at U.Va.'s College at Wise, offers instruction in the teaching of writing and literacy issues. It also gives teachers the opportunity to grow as writers.

U.Va.'s School of Continuing and Professional Studies provides assistance with course registration and offers six graduate credits for completion of this program.

### **Reading First in Virginia**

Reading First in Virginia, the professional development office of the state Reading First grant located at the Curry School of Education and supported by the School of Continuing and Professional Studies, has served teachers in the state since the grant's inception in 2003.

U.Va. offers free professional development events to teachers in Reading First funded schools and others. Some of these activities include:

- K-3 Teacher Reading Academies
- follow-up workshops on phonological awareness, phonics and fluency
- an academy for teachers grades 4-12 who teach special education students and struggling readers in general
- five on-line academies including a comprehension institute designed especially for teachers of children who speak English as a second language,
- selected topical conferences

U.Va. maintains the Reading First in Virginia website. It is available as a resource to educators and receives thousands of hits each day.

*Reading First site:* <http://www.readingfirst.virginia.edu>

*Professional Development site* [http://www.readingfirst.virginia.edu/prof\\_dev/index.html](http://www.readingfirst.virginia.edu/prof_dev/index.html)

Since 2003, 572 teachers from Southwest Virginia have attended our academies (on-site and online), 185 have taken advantage of follow-up workshops, and 199 have attended conferences. In 2009-2010, 176 teachers from Southwest Virginia attended academies and workshops; 55 were from the Coalfield region.

### **Science, Technology, Engineering, and Math (STEM) Program for Sixth Grade Girls**

A full-day program for 6th grade girls was held to encourage them to think about careers in STEM. Over 700 participants engaged in seminars, workshops and hands-on activities. The event was held at the Southwest Virginia Higher Education Center. U.Va. faculty member and former astronaut Kathryn Thornton gave the keynote speech.

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## **Business Support**

### *Primary partners:*

Virginia Coalfield Economic Development Authority, U.Va.'s College at Wise, Southwest Virginia Higher Education Center, Mountain Empire Community College, Southwest Virginia Community College, Virginia Highlands Community College

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## **Management Training**

U.Va.'s College at Wise established the Southwest Virginia Technology Development Center in Lebanon, VA to support the management development and technical training needs of Northrop Grumman, CGI, and other regional companies. These companies, which employ highly technical workers, want to ensure that there is a steady pipeline of management talent available to keep their operations competitive.

In partnership with the Center, U.Va. developed course curricula and content and supported the delivery of both open and customized classes to meet the stated needs of industry. We funded a staff person to develop and coordinate programs that are in direct response to needs expressed by business leaders in the Coalfield region. This Program Development Coordinator is able to provide a strong linkage between resources in Charlottesville and targeted corporate needs in Southwest Virginia. We are able to tap into much of the expertise available in all schools and units at the University.

Over 300 individuals have participated in management training programs, which included:

- *Negotiating Success*, Darden Executive Education
- *Workforce Development Workshop*, School of Continuing and Professional Studies
- Customized Management Programs

## **Entrepreneurship**

Entrepreneurship is a critical component for every vibrant community. Innovation occurs through new inventions and through new and valuable uses of existing knowledge. It is most likely to blossom when there are support systems in place, such as early exposure in K-12, educational programs, capital, and management talent. Leaders in Southwest Virginia are examining how to best nurture entrepreneurial enterprises.

The Tayloe Murphy Institute at the Darden Graduate School of Business is committed to supporting entrepreneurship in economically challenged areas of the Commonwealth. In that context focus groups were conducted in the region, and feedback received during those sessions will form the basis for future programs and activities. One initiative already underway is the establishment of the *Tayloe Murphy Resilience Awards* which

will highlight thriving enterprises and provide connections to additional resources that will support winning companies and give them additional tools for continued success.

### **Engineers PRODUCED in Virginia (Providing Undergraduate Connections to Engineering Education in Virginia)**

Engineers PRODUCED in Virginia is an academic outreach initiative of the U.Va. School of Engineering and Applied Science (SEAS). Through this program, students can earn a bachelor's degree in engineering science from the University of Virginia while staying in their home communities. U.Va. partners with local community colleges to satisfy preliminary course requirements.

SEAS is providing the planning and coordination for this project, including curriculum development. U.Va. faculty will teach classes during the last two years of the program. The program goal is to allow students to fully immerse themselves in the University's academic environment, including career counseling and mentoring, without traveling to Charlottesville.

SEAS piloted the program in Lynchburg in 2007, and there are now 300 students from across Virginia in the PRODUCED pipeline. PRODUCED is now in the early development stages in Southwest Virginia, and SEAS is working with U.Va.'s College at Wise and the local community colleges to initiate the curriculum in the region. Approximately forty students are enrolled in the required community college courses offered at the following schools: Mountain Empire Community College, Southwest Virginia Community College, Virginia Highlands Community College, and Wytheville Community College.

U.Va. course offerings begin after students complete their initial two years of coursework. Completion of an Associate of Science program from a community college is a prerequisite for entry into the U.Va. portion of the program. The Associate of Science degree will normally take 2-3 years to complete, depending on the individual student's desired course load.

A National Science Foundation grant for \$2 million was awarded to help support this program in Southwest and Southern Virginia. This five-year grant, which began July 2008, will fund scholarships for potentially hundreds of students. The program also currently has significant support from the Virginia Tobacco Indemnification and Community Revitalization Commission.

### **LEAD Virginia**

LEAD Virginia is a non-profit, non-partisan statewide professional development experience for proven leaders. This seven-month program offers a forum for deeper insight into complex regional and statewide issues, networking, resource exchange, etc.

U.Va. sponsored two residents from the Coalfield region for participation in the 2009-2010 program. U.Va. also helped with the recruitment process, encouraging leaders in Southwest Virginia to apply.

### **Workforce Development: Professional Competencies Course**

U.Va.'s School of Continuing and Professional Studies (SCPS) offered the 19th cohort of the Workforce Development Professional Competencies course at the Southwest Virginia Technology Development Center (SVTDC) in Lebanon. This one-week noncredit course was held in Lebanon in FY10. Thirteen workforce development practitioners enrolled in this course, representing community colleges, economic development, tourism, rehabilitative services, career and technical education, county government, and one-stop workforce centers.

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### **Access to Health Care**

#### *Primary partners:*

Southwest Virginia Graduate Medical Education Consortium, U.VA.'s College at Wise, Southwest Virginia Health Authority, Virginia Department of Health (LENOWISCO and Cumberland Plateau Planning Districts and Southwest Virginia Care Connection for Children), The Health Wagon, the Virginia Health Care Association, Southwest Virginia Community Health System, Stone Mountain Health Services, Mountain Empire Older Citizens, the Appalachian College of Pharmacy, Appalachian Regional Commission, and regional healthcare systems and physicians.

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### **Healthy Appalachia Institute**

The goals of Healthy Appalachia are to develop a common understanding of the health status of Virginia's Coalfields, to craft and implement a single, integrated strategic health plan for the region in partnership with the Southwest Virginia Health Authority, and to operate an institute to conceive initiatives that ensure a healthier future for the residents of far Southwest Virginia.

### **Healthy Appalachia Works Projects**

As reviewed under the key projects section of this report, a critical component of the Healthy Appalachia Institute has been its partnership with U.Va.'s Cancer Center and the Healthy Appalachia Works project. Under the guidance of Michael Weber, PhD, director of the U.Va. Cancer Center, Healthy Appalachia Works is a \$1 million project funded through the Virginia Tobacco Indemnification and Community Revitalization Commission.



The mission of this project is to:

- help reduce lost productivity due to cancer through increased screening, education, diagnosis, and treatment, particularly for women of the region;
- advance the skill and earning potential of healthcare employees while creating new healthcare jobs in the region;
- aid in regional business recruitment by ensuring an excellent foundation for healthcare delivery.

The success of these efforts has been bolstered by their alignment with U.Va. School of Medicine and School of Nursing initiatives in the region. During FY10 this included:

- training of two additional nurse practitioners in colposcopy to help screen for cervical cancer;
- purchase of a Cancer Help Kiosk for the Mountain Laurel Cancer Resource Center;
- hiring a cancer patient navigator for cancer patients from far Southwest Virginia;
- integration of Healthy Appalachia Works efforts with the state's cancer control plan.

### **Adult Specialty Clinics**

One of the most complex healthcare problems for residents in far Southwest Virginia is gaining access to certain medical specialties. To address this limitation in the area's healthcare workforce the U.Va. Health System has continued its commitment to provide direct specialty clinical care in collaboration with partners throughout the region. Specialty clinics are currently located in Tazewell, Wise, Clinchco, and Bristol.

In FY10 the U.Va. Health System offered on-site physician services in far Southwest Virginia through clinics in neurology, pulmonology, endocrinology, radiology (mammography), and gynecology. Some examples of services include:

- a team of neurologists conducted monthly clinics for patients with epilepsy and seizure disorders;
- pulmonologists provided services to adult patients with cystic fibrosis;
- an endocrinologist offered quarterly visits with a focus on diabetes prevention, education, and treatment;
- radiologists provided an expedited review of women receiving mammograms through the U.Va. digital mammography van;
- a gynecologist from the U.Va. Cancer Center regularly provided diagnostic care and treatment;
- a leading physician from the U.Va. Cancer Center provided medical direction for the U.Va. efforts, ensuring the very highest quality of care.

<b>Number of Patient Encounters FY10</b>	
Endocrinology	84
Gynecology	80
Radiology (mammography van)	212
Neurology	382
Pulmonology (cystic fibrosis)	44
<b>Total Specialty Clinic Patient Encounters</b>	<b>802</b>

### **Pediatric Subspecialty Clinics**

The U.Va. Health System conducts pediatric subspecialty clinics across Southwest Virginia in partnership with Care Connection for Children, a program sponsored by the Virginia Department of Health. U.Va. provides physicians, nurses, and other staff for pediatric subspecialty clinics at multiple Southwest Virginia sites. Clinics include: neurology, cystic fibrosis, cardiology, maxillofacial, neuro-developmental, orthopaedics, and genetics.

<b>Number of Pediatric Patient Encounters FY10</b>	
Child Neurology	378
Cystic Fibrosis	73
Neurodevelopment	83
Orthopaedics	234
Cardiology	106
Genetics	94
Maxillofacial	34
Metabolic	60
<b>Total Pediatric Subspecialty Clinic Patient Encounters</b>	<b>1062</b>

### **Telemedicine**

For over a decade, the U.Va. Office of Telemedicine has provided specialty clinical services and health education to the residents of far Southwest Virginia through an extensive network of telemedicine sites within rural hospitals, health departments, schools, free clinics, correctional facilities, and community health centers. U.Va. Telemedicine continually and aggressively seeks funding to expand capabilities in Southwest Virginia.

U.Va. currently connects with over 60 telemedicine sites across the Commonwealth. Over 30 sites serve residents in Southwest Virginia, including 22 sites located within the Coalfields. This establishes the Coalfield region as one of the most well-connected telemedicine regions in the country. In FY10 clinical specialty services were provided in dermatology, endocrinology, hepatology, radiology, nephrology, neurology, cardiology, psychiatry and retinopathy.

There were 545 patient encounters in the Coalfield region; an additional 320 patient encounters occurred through telemedicine in the surrounding counties of Bland, Carroll, Grayson, Smyth, Washington and the city of Bristol.

### **Academic Community Outreach**

U.Va.'s Office of University Community Partnerships provides competitive grants to students and faculty members who seek to connect public service to academic life through research and teaching. Community partners write letters of support endorsing the proposed research project and explaining how the results may further the organization's mission and strengthen the community.

The grants target projects that are geographically located in the city of Charlottesville or the Coalfield region of Virginia, and are internally funded by U.Va. Students and faculty provide data collection, analysis, and recommendations.

In FY10 U.Va.'s Office of University Community Partnerships funded two grants based in Southwest Virginia:

1. *"Healthy Appalachia Nurse Practitioner Community-Based Preceptorships"*
2. *"Faith, Culture, Health and Community Organizing in the Coalfields of Virginia"*

### **Cancer Outreach – Virginia Cancer Plan Action Coalition**

The Virginia Cancer Plan Action Coalition (CPAC) is a public-private partnership which engages key stakeholders in cancer prevention and control in Virginia. The Virginia Department of Health is a contributing member organization. The mission of the CPAC is to "join forces for cancer control...and eliminate preventable cancers and minimize the burden of cancer." CPAC helps write and implement the Virginia Cancer Plan.

The U.Va. Cancer Center plays a leadership role in CPAC, with staff serving on the executive committee, the advisory board, as co-chairs of two action teams, and in other support capacities. CPAC gives special attention to engaging Southwest Virginia partners; five members of the CPAC Advisory Board are from Southwest Virginia. The Office of Telemedicine has provided critical help to developing videoconferencing sites for the quarterly meetings, which includes an ongoing site in Big Stone Gap.

In August 2009 CPAC organized a forum at Johnston Memorial Hospital in Abingdon for the purpose of increasing awareness of the Virginia Cancer Plan and encouraging partnerships to address plan objectives. Approximately 35 participants attended, representing hospital systems, area health districts, community health centers, and the American Cancer Society.

### **Continuing Medical Education**

The Office of Continuing Medical Education (CME) of the U.Va. School of Medicine continues its long history of providing educational initiatives to physicians and health

care professionals throughout Southwest Virginia. A wide variety of educational activities are offered, including live conferences, ongoing lecture series, and telemedicine educational sessions. The Office of Continuing Medical Education provides physicians and health care professionals independent and evidence-based education that is awarded AMA Category 1 credit™.

### **Diabetes Tele-Education Classes for Persons with Diabetes and Their Families**

Three U.Va. programs partner with the Virginia Department of Health's Office of Minority Health and Public Policy to provide diabetes education classes to patients with little or no access to diabetes education in rural southwestern Virginia. These programs are:

- The Virginia Center for Diabetes Professional Education
- The U.Va. Diabetes Education and Management Program (DEMP)
- The Office of Telemedicine

U.Va. broadcast live education classes taught by certified diabetes educators. Classes included a basic overview of diabetes and an introduction to nutrition. Both classes were offered twice spring 2010 and will be rebroadcast fall 2010. Sites participating included: Lenowisco Health District, Clinch River Health Services, Mount Rogers Health District, Southwest Virginia Community Health Systems.

### **Outreach Librarian Services**

U.Va. Health Sciences offers access to quality health information through an outreach program based at the University of Virginia's College at Wise.

A professional librarian position located at U.Va.'s College at Wise is fully funded by the Claude Moore Health Sciences Library at the University of Virginia. The goal is to help local health care providers, community agencies, and the general public access quality health information while also supporting the health information needs of nursing and science students at U.Va.'s College at Wise.

Over 1,100 people were served through community and regional outreach services and programs in FY10.

### **Remote Area Medical Clinic (RAM) in Wise**

The RAM-Wise clinic, held in Wise County, is the nation's largest mobile free health care clinic. This represents only a part of U.Va.'s major initiative to create accessible sustainable health care programs for uninsured and medically underserved residents of far Southwest Virginia. Throughout the year scores of U.Va. clinicians travel to the region to conduct specialty care clinics for children and adults or provide consultation and training programs via the U.Va. Health System's numerous telemedicine sites in the area.

U.Va. sponsored 240 Health System volunteers at the July 2009 RAM clinic, including staff physicians, nurses, social workers as well as pharmacy and lab employees, patient registration and general volunteers.

U.Va. provided medical care to 1,372 individual patients in two and a half days. Some patients were unable to receive all the care they needed in one day and returned the next morning, bringing the total number of patient encounters to over 6,000.

Patients received a full range of medical services from U.Va. at RAM 2009, including ear, nose and throat (ENT), endocrinology, audiology, obstetrics/gynecology, nephrology, mammography, gastroenterology, HIV/infectious disease, and primary care. Patients had access to ultrasound exams, which were performed by U.Va. sonographers. U.Va.'s patient care services also included a fully functional pharmacy, lab, and emergency room. Its on-site medical records office registered attendees in the CareCast database to facilitate follow-up care by physicians at U.Va. and elsewhere.

U.Va. Health System provided over 135 mammograms, 500 patients received lab work, and 2,000 prescriptions were filled. The total value of care provided by U.Va. at RAM 2009 was over \$1 million dollars.

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Pace Lochte, U.Va.'s Director of Economic Development, leads the University's economic development partnership with Southwest Virginia. She is responsible for making connections and initiating programs that are meaningful to all parties, are sustainable, and make an impact. There are many people who make these activities successful and who have also contributed to this report. Their dedication to improving access to health care, supporting education, and building management and entrepreneurial capacity is exemplary.

For more information on the partnership please contact:



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