

## College of Sciences Strategic Plan Implementation – 2024 (Goal 1)

**Goal 1:** Provide an accessible, challenging, supportive and rewarding undergraduate educational experience so all students can achieve their academic potential.

*Strategies:*

- a. Increase the number/percentage of students involved in research and internships through communication, curriculum design, coordination with the Honors College, funding, and development of standard processes to engage students.
- b. Develop first-year and onboarding experiences to improve skills, motivation, sense of belonging, and connections to the departments and College of Sciences.
- c. Develop processes to increase evaluation of the student experience, including alumni and current, graduating, and stop-out students, in order to inform decisions.
- d. Update, improve, and increase relevance of curriculum.
- e. Develop new and strengthen current academic support services, including advising and tutoring services, to foster student success.

Jan 1, 2024-Dec. 31, 2024

Strategy	Action	Deadline	Responsible Individuals	2024 Investment (source)
1.a-1.e	Create CoS Student Success Commission	Jan. 2024	Associate Dean (Undergraduate Affairs)	
1.a.	Gather data on research/internship/work-based-experience opportunities currently offered to students by the departments and university	Mar. 2024	COS UG Research Committee, Associate Dean	
1.a.	Increase accessibility to and information about UG Research (e.g. Have each program establish UG Research website, contact, research open houses)	Sept. 2024	COS UG Research Committee	
1.a.	Continue COSURP program and consider targeting specific departments/programs	Apr 2024	COS UG Research Committee	\$30,000 (COS endowment)
1.b., 1.d.	Assess first-year curricular experiences currently in practice.	May 2024	Associate Dean	

1.b., 1.c	Obtain college and major specific data from First-Year Experience Survey	Feb. 2024	Associate Dean	
1.b.	Evaluate Learning Community (Impact and Living) effectiveness and compare enrollment data with other Learning Communities	Mar. 2024	Science Tutoring Centers (STC) Manager, Associate Dean	
1.b., 1.e.	Research first-year advising best practices and/or universal advising model across departments.	Aug. 2024	COS Director of Advising	
1.b	Evaluate new student onboarding practices	Aug. 2024	Associate Dean	
1.c.	Gather data on what is currently being done by departments and University to survey students and alumni	Apr. 2024	Coordinator Strategic Communications (Strat Comm), Associate Dean	
1.c., 1.d.	Develop common departmental surveys (e.g., exit survey and/or alumni survey one-year post-graduation survey)	Dec. 2024	Strat Comm	
1.c.	Evaluate change of major and stop-out student data to determine pain points.	Dec. 2024	Associate Dean	
1.d.	Research and develop methods to partner with industry	Sept. 2024	Associate Dean, Strat Comm	
1.d.	Identify regional and national labor market data and identify high demand academic programs	Aug. 2024	Associate Dean	
1.e., 1.b.	Develop targeted outreach and services to students after first test or early alert grade in lower-level courses	Sept. 2024	STC Manager, Director Advising	\$5,000 (student workers?)
1.e.	Develop system for tracking and assessing supplemental instruction in high DFWI courses	June 2024	STC Manager	

## College of Sciences Strategic Plan Implementation – 2024 (Goal 2)

**Goal 2: Provide excellent graduate programs that attract, train, and graduate students prepared for careers in industry, the professions, research, and academia.**

*Strategies:*

- a. Advocate for increased compensation and benefits for graduate students*
- b. Advance professional development opportunities to facilitate student training*
- c. Establish and monitor benchmarks of success to ensure timely progression through the degree programs*
- d. Support and promote excellent graduate student/advisor relationships*
- e. Implement innovative recruiting approaches to increase the size and diversity of the applicant pool*
- f. Increase the number of Ph.D. and M.S. degrees awarded*
- g. Support and promote a strong and inclusive graduate student community.*

Jan 1, 2024-Dec. 31, 2024

<b>Strategy</b>	<b>Action</b>	<b>Deadline</b>	<b>Responsible Individuals</b>	<b>2024 Investment (source)</b>
2.a	Conduct a survey of peer institutions and make recommendations for stipend increases as well as advocate for cost-of-living increases.	Sep 2024	Associate Dean for Graduate Affairs	
2.a.	Assess approaches to increase the health insurance subsidy and enable graduate students to pay in reasonable installments or fully cover healthcare.	Aug 2024	Associate Dean Graduate School	
2.b.	Ensure graduate students have access to information on internal and external grants, scholarships, and fellowships as well as writing support.	Dec 2024	GPDs Graduate Faculty Graduate School Associate Dean	
2.b.	Ensure students have access to information on workshops/ courses/meetings that extend their professional development skills (internal and external to ODU).	Dec 2024	GPDs Graduate Faculty Graduate School Associate Dean	

2.b.	Provide CV preparation assistance.	May 2024	Graduate Faculty Career Development Services	
2.b.	Increase awareness of the different professional paths that are available with a PhD in their subject area.	Dec 2024	Graduate Faculty Internship and Co-Op Office	
2.b.	Provide a comprehensive graduate student orientation. <ul style="list-style-type: none"> <li>• Add college piece to GTAI</li> <li>• Consider college-wide orientation</li> </ul>	Aug 2024  2025	GPDs	
2.c.	Assess timely progress through the degree program to meet benchmarks. Look for bottlenecks.	Dec. 2024	GPDs	
2.c	Consider a guideline that doctoral students in good standing give a minimum of one poster or oral presentation at a regional, national, or international conference. Assess needed resources.	Dec 2024	Graduate Faculty Chairs Associate Dean	
2.d	Gather data on mentoring of graduate student in research and teaching – develop best practices.	Dec 2024	Mentoring Assessment Committee	
2.d.	Send 2-3 faculty to CIMER or similar training	2024	Associate Dean	\$10,000
2.d.	Provide early advising to students who need BS-level courses in preparation for graduate-level courses.	July 2024	GPDs, Undergraduate Academic Advisors	
2.e.	Improve the ODU and COS websites to enhance visibility and recruiting.	Aug 2024	COS Strategic Communications and Marketing Coordinator	\$5000 (student intern)
2.e.	Provide competitive signing bonuses to new PhD students to enable travel and start up	Spring 2024	Associate Dean, GPDs	\$16,000
2.e.	Increase efforts to recruit students into the linked BS/MS (4+1) program.	2025	Chairs	

2.f.	Assess the availability of graduate faculty to support additional PhD or thesis MS students	2024	Chairs	
2.f.	Assess status or possibility of non-thesis or professional masters degrees in each department.	2024	Chairs	
2.f.	Make a plan to add one 4+1 BS/MS program	2025	Associate Dean, Chair	
2.g.	Assess the status of grad student organizations in each department.	Spring 2024	GPDs	
2.g.	Promote and support the establishment of new graduate student organizations	Fall 2024	Chairs Associate Dean	
2.g.	Promote inclusive <i>Esprit de Corp</i> building events.	2025	Graduate Student Organizations	\$2000
2.g.	Disseminate information about on and off campus groups/associations.	Fall 2024	Associate Dean COS Strat Comm	
2.g.	Assess the need for financial and logistical support for grad student organizations	2025	Associate Dean	

## College of Sciences Strategic Plan Implementation – 2024 (Goal 3)

**Goal 3:** Promote a positive and productive environment which enhances current faculty research strengths and takes advantage of emerging research opportunities for all faculty.

*Strategies:*

- a. Transition to a shared use model for research infrastructure including acquisition and ongoing support of major instrumentation and services.
- b. Support individual faculty to pursue opportunities for research growth
- c. Promote faculty engagement internally, nationally, and internationally to expand the impact of their research
- d. Use seed funding to encourage collaboration among faculty seeking larger and more diverse research opportunities.
- e. Promote research excellence in allocation of faculty lines.
- f. Advocate for faculty input on university research policies and procedures

<b>Strategy</b>	<b>Action</b>	<b>Deadline</b>	<b>Responsible Individuals</b>	<b>2024 Investment (source)</b>
3.a.	Charge a task force to consider service, efficiency, and future instrumentation in COSMIC	Feb. 2024	Dean, Associate Dean (Research)	
3.a.	Create and maintain a COS website that lists available research infrastructure and contact information for scheduling	Spring 2024	Associate Dean, Coordinator Strategic Communications (Strat Comm), Director COSMIC	
3.a.	Consider the possibility of providing support for service contracts for instrumentation used by multiple faculty	Fall 2024	Associate Dean, Research Council	\$5,000 (IDC)
3.a.	Develop a policy for requesting the use of shared instrumentation and services for exploratory data generation directed towards expanding collaboration and proposal development	Fall 2024	Associate Dean, Research Council	

3.b.	Plan and hold a faculty workshop on navigating the grant proposal process	Spring 2024	Associate Dean	
3.b.	Improve communication to faculty on research opportunities beyond federal agencies	Spring 2024	Associate Dean	
3.b.	Seek suggestions on appropriate incentives and recognition to encourage proposal submission	Spring 2024	Associate Dean, Research Council	
3.b.	Plan and hold a faculty development workshop on proposal organization and program manager interactions	Fall 2024	Associate Dean	
3.b.	Review NASA connections and develop plan to enhance collaboration	Fall 2024	Associate Dean	
3.c.	Provide travel awards to facilitate faculty engagement	Fall 2024	Associate Dean	\$5,000 (IDC)
3.c.	Improve communication about faculty research, accomplishments, and collaborative activities (i.e., enhancement of COS webpages and preparation of communications showcasing faculty research for distribution)	Fall 2024	Associate Dean, Strat Comm	
3.d.	Initiate faculty workgroup in environmental sciences to bring faculty together across departmental boundaries to explore collaboration	Spring 2024	Associate Dean	\$1000 (1SH00, catering)
3.d.	Establish a competitive seed award for the faculty in environmental sciences	Spring 2024	Associate Dean	\$10,000 to \$15,000 (IDC)
3.d.	Develop a program to provide graduate student support to bridge across faculty with different expertise	Fall 2024	Associate Dean	\$20,000 (1SH00)
3.e.	Discuss research priorities and justification for new faculty line requests	Jan 2024	Dean, Chairs	
3.f.	Promote faculty representation on committee(s) developing policies or processes	Fall 2024	Associate Dean	
3.f.	Improve communication to faculty about research policies and procedures	Fall 2024	Associate Dean	

## College of Sciences Strategic Plan Implementation – 2024 (Goal 4)

**Goal 4:** Attract, retain, and promote high-performing, diverse faculty and support their research, teaching, and life balance.

*Strategies:*

- a. Provide comprehensive and consistent mentoring at both college and departmental levels for faculty in research, teaching, and pursuit of promotion and tenure.
- b. Further improve the quality of teaching through improved information sharing, and consistent and effective evaluations.
- c. Promote a climate and culture of diversity, inclusivity and belonging.
- d. Develop recruiting strategies and advocate for competitive start-up packages.
- e. Advocate for retention of high-performing faculty through appropriate salary and teaching/service assignments

Jan 1, 2024-Dec. 31, 2028

Strategy	Action	Deadline	Responsible Individuals	2024 Investment (source)
4.a. – 4.e.	Assess different aspects of the COACHE data	On-going	Assoc Dean for Faculty Affairs	
4.a.	<p>Departments will institute a formal mentoring plan for junior faculty; identify faculty who can help navigate ODU policies and procedures and provide guidance on P&amp;T expectations.</p> <ul style="list-style-type: none"> <li>○ Should be established within first semester/year of employment</li> <li>○ Applies to tenure-track and non-tenure track faculty</li> <li>○ Provide recognition/support for time spent mentoring faculty, including for mentoring new Associate Professors or those experiencing challenges</li> </ul>	<p>May 2024 for all current faculty. Subsequently mentors for new faculty by end of first semester of employment</p> <p>2026</p>	Departmental Chairs and Assoc Dean for Faculty Affairs	





	<ul style="list-style-type: none"> <li>○ ODU specific ways of dealing with teaching related issues</li> <li>○ Best practices in teaching information</li> </ul>			
4.b.	<p>Provide a repository for teaching materials and syllabi, at least within department.</p> <ul style="list-style-type: none"> <li>○ Provide students with consistency across multiple section classes (similar instructional and assessment tools)</li> </ul>	December 2025	Department Chairs	
4.b.	<p>Assess Teaching evaluation methodologies</p> <ul style="list-style-type: none"> <li>○ Role of Student opinion surveys</li> <li>○ Role of teaching portfolio reviews</li> <li>○ Consistency in evaluation process</li> <li>○ Incorporate classroom observation as part of the evaluation process</li> </ul>	December 2025  On-going 2024-28	Assoc Dean for Faculty Affairs and Department Chairs  Faculty Teaching Mentor	
4.b.	Assess whether faculty research mentoring is appropriately included in workload	2026	Assoc Dean for Faculty Affairs and Department Chairs	
4.c.	Assess current departmental climate; review data from COACHE survey; do we need additional information?	December 2024	Assoc Dean for Faculty Affairs and Department Chairs ADVANCE grant information	
4.c.	Do more to ensure that departmental climate is welcoming if issues are found in assessment	On-going 2024-28	Department Chairs	
4.c.	Better guidelines for search committees Diversity advocate on search committees; role needs to be better defined	May 2024	College Diversity committee, Assoc Dean for Faculty Affairs and Department Chairs	
4.c.	Assess how to increase diversity in applicant pool (what fields is this an issue in?)	Dec 2024	College Diversity committee	
4.c.	Examine Annual reviews to determine faculty service commitments	Dec 2024	Assoc Dean for Faculty Affairs	
4.c.	Ensure equity in service; avoid overloading certain faculty with service, advising, etc.	Dec 2025	Department Chairs and Assoc Dean for Faculty Affairs	

4.c.	Increase diversity in hires, overcoming the challenge of lack of diversity in applicant pools for some fields.	On-going 2025-28	College Diversity committee and Department Chairs	
4.d.	Survey faculty (tenure track) to determine issues related to start-up; what worked, what didn't and how can we help?	Aug. 2025	Assoc Dean for Faculty Affairs	
4.d.	Examine possible funding mechanisms for start-up packages	Dec 2028		
4.e.	Proactively avoid poaching of faculty: merit raises, compression issues, teaching/service relief as necessary.	On-going 2024-28		
4.e.	Are faculty taking research leave at the right time?	December 2025	Assoc Dean for Faculty Affairs	
4.e.	Examine ways of funding support positions (like post-docs), research funds, new/renovated research facilities, and new equipment.	On-going 2024-28	Assoc Dean for Faculty Affairs and Assoc Dean for Research	

## College of Sciences Strategic Plan Implementation – 2024 (Goal 5)

**Goal 5:** Support, empower, and promote staff as key partners in the College’s research, teaching, and service mission.

*Strategies:*

- a. Develop and maintain systems and processes that enable staff, faculty, and students to support the University mission efficiently and effectively.
- b. Promote a culture of integrity, mutual respect, excellence, collaboration, and innovation.
- c. Provide professional development opportunities for staff.

<b>Strategy</b>	<b>Action</b>	<b>Deadline</b>	<b>Responsible Individuals</b>	<b>2024 Investment (source)</b>
5.b	Form and charge a Staff Advisory Board (SAB)	March 2024	Dean	
5.a, 5.c.	Conduct a staff climate survey	June 2024	Operations Manager	
5.a., 5.b.	University and College business manual development for administrative and financial staff	Jan. 2025	Operations Manager, SAB	
5.a, 5.b	Assess utility of business /operating procedures manual development for other staff groups including student services staff and research and laboratory staff	Jan. 2026	Staff Advisory Board	
5.a., 5.b.	Develop communication strategies for administrative changes over each academic year.	Jan. 2025	Operations Manager, Staff Advisory Board	
5.b.	Develop a plan to reward excellence and show appreciation for staff members and their contributions (e.g., staff spotlight, contest, additional awards?)	Sept. 2024	Dean, Coordinator for Strategic Communications (Strat Comm), Staff Advisory Board	\$2000 (1SH00)

5.a., 5.b.	Review regular business processes and determine where improvement in practice can be made. In 2024: <ul style="list-style-type: none"> <li>• Endowment MOU library</li> <li>• Monthly budget reconciliation</li> </ul>	May 2024 Sept. 2024	Operations Manager, Director of Finance, Staff Advisory Board	
5.b.	COS Graduate Committee, Chairs and Graduate Program staff meet about the timeline for the graduate support processes.	April 2024	Associate Dean for Graduate Affairs, Educational Programs Coordinators	
5.b.	Create opportunities to come together for “fun” and/or networking. The target is one College staff social event per year.	July 2024	Staff Advisory Board, Office Manager	\$3000 (1SH00)
5.c. 5.a.	Develop on-boarding strategies for all College of Sciences full-time and part-time staff to orient new employees, which will include: <ul style="list-style-type: none"> <li>• A checklist to orient staff members to their roles and foster conversations between staff and supervisors.</li> <li>• Development of an onboarding timeline to keep staff development on track.</li> <li>• Creation of training plans for all new staff when they onboard.</li> </ul>	May 2025	Psychology Department Manager, Staff Advisory Board	
5.c., 5.b.	Remind supervisors to discuss the needs for additional training opportunities with current staff each year during the evaluation period.	Fall 2024	Operations Manager	
5.c., 5.b	Create staff affinity groups around common functions and University goals.		Operations Manager? Maybe someone else would like to take the lead here.	

	<p>Affinity group goals: share knowledge and expertise to develop and refine relevant skills and provide ongoing peer training and mentorship.</p> <ul style="list-style-type: none"> <li>• Identify staff affinity groups that do not meet regularly</li> <li>• Schedule initial meetings of new staff affinity groups to gauge interest.</li> <li>• Assess affinity groups</li> </ul>	<p>May 2024</p> <p>.</p> <p>August 2024</p> <p>Jan. 2026</p>		
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## College of Sciences Strategic Plan Implementation – 2024 (Goal 6)

**Goal 6:** Promote community engagement to position the College of Sciences as a sought-after STEM educational and research resource and partner.

*Strategies:*

- a. Set up a centralized communications plan to improve faculty, staff, and student awareness of Community Engagement events, opportunities, and initiatives across the College of Sciences.
- b. Establish an annual budget to support the planning and conduct of community engagement initiatives.
- c. Establish and enhance direct relationships with regional schools that are recognized for their STEM programs.
- d. Encourage and incentivize student organizations, graduate students, post-docs, and alumni to directly support engagement with regional schools and participate in on-campus as well as off-campus community engagement events.
- e. Expand and strengthen industry partnerships.

<b>Strategy</b>	<b>Action</b>	<b>Deadline</b>	<b>Responsible Individuals</b>	<b>2024 Investment (source)</b>
6.a	Evaluate current communications; make recommendations	June 2024 and each year after that	COS Outreach Committee, Strategic Communications and Marketing Coordinator (Strat Comm)	
6.a., 6.c.	Create website form for faculty and students to report community engagement activities	Summer 2024	Strat Comm	
6.a.	Highlight outreach activities in Monday Matters	AY24-25	Dean, Strat Comm	
6.a.	Establish college award related to outreach	May 2024	Dean	\$1500 (1SH00)
6.b.	Estimate amount spent in AY23-24 by College and Departments	June 2024	Director of Finance, Dept. Fiscal staff	
6.b.	Solicit requests/recommendations for needed funding	Summer 2024	Outreach Committee	
6.b.	Establish budget and procedures for requesting funds	AY24-25	Director of Finance	\$3000

6.b., 6.d	Establish incentives/rewards for community engagement activities	AY25-26	Dean, Outreach Committee	
6.c.	Send newsletter to local schools, civic leagues, and other organizations – develop list	2024	Strat Comm	
6.c.	Evaluate process of hosting school visits; make recommendations to increase capacity w/o placing too much burden on students and faculty	June 2024	Outreach Committee	
6.c.	Invite key schools/classes to visit ODU	Fall 2024	Outreach Committee	
6.c.	Evaluate faculty and student visits to local schools; make recommendations	Summer 2025	Outreach Committee	
6.c.	Direct promotion to STEM schools/programs	Spring 2024	Strat Comm	
6.d.	Provide support to expand Reign in Science	Summer 2024	Outreach Committee	\$2000
6.d.	Consider major spring outreach event similar to Reign in Science (Earth Day open house?)	Spring 2025	Outreach Committee	\$3000
6.d.	Engage with student organizations to discuss interest in community engagement & science communication; develop plan to train and support these activities	AY24-25	Strat Comm	
6.d.	Establish/expand grad student ambassadors program	AY25-26	Outreach Committee	
6.d.	Incentivize grad students to go to home high schools or other key schools	AY26-27		
6.e.	Follow up with organizations that participated in environmental career fair	Spring 2024	Strat Comm	



6.d.	Encourage participation in local, regional, and state science fairs as judges	Fall 2024	Outreach Committee	
6.e.	Send grad students to conferences with industry presence	2024	Chairs	
6.e.	Promote ODU research to local media	2024	Strat Comm	
6.e.	Encourage departments to consider involving industry in capstone course(s)	AY24-25	Dean, Chairs	
6.e.	Create speakers list and promote to community organizations	Summer 2025	Strat Comm	
6.c.	Engage with NASA to plan further collaboration with scientific community	Spring 2024	Dean	
6.e.	Work with internship office and Sarah-Jane Kirkland on outreach to industry	AY24-25	Dean, Chairs	