

# Spring 2023 Strategic Plan Progress Report: Corporate/Community Partnerships and Economic Development

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter	
1.a.	Build internal infrastructure and culture for corporate and community engagement	Establish a Relationship Governance Team to develop and implement a process for managing corporate relationships and economic development activities across the campus community	A Relationship Governance Team (RGT) has been established and is comprised of key stakeholders across campus who have significant roles in outreach, serving internal and external groups in multiple ways. The RGT will meet throughout the 2023-24 academic year to develop and implement a process for managing corporate/community relationships, economic activities, and community engagement outreach. Prior to the first meeting, RGT members completed a survey to help guide initial discussions and create a current baseline for current activity.	N/A	Office of President internal units and Digital Learning	Next steps are to compile data from the RGT survey and meetings and set goals/priorities for developing and implementing the process for managing community engagement and corporate relationships/economic development activities.	The RGT's management processes will be critical for advancing the needed infrastructure and culture that will lead to increased community engagement, partnerships, and economic development.	Assistant Vice President for Community Engagement Karen Meier	
1.b.		Evaluate and implement a Customer Relationship Management (CRM) system as part of that coordination process	Meetings have occurred to assess the Salesforce CRM. Campus currently utilizes Salesforce, which will help with overall coordination and data entry. As part of the assessment, areas are currently reviewing data management processes and providing feedback on additional functional needs. This will help to determine the types of additional platform capabilities and the associated cost.	Currently, there is no centralized communication channel for campus stakeholders to share engagement and partnership information which leads to fragmentation and silos. The CRM will help greatly. Please note, work is being done to find an interim solution for sharing critical information until the new platforms are operational within the CRM.	Office of President internal units and Digital Learning	Next steps are to negotiate price for additional platforms; purchase the additional platforms; collate current engagement and partnership data; and hire data entry students to assist with data input.	There will be an added investment to the current CRM system in Digital Learning to ensure a more robust system that can be accessed and utilized by all campus stakeholder, as well as to create a streamlined process.	Assistant Vice President for Community Engagement Karen Meier	
1.c.		Strengthen campus systems for tracking community engagement in order to maintain the Carnegie designation	Inventory of campus-wide community engagement/corporate partnerships is occurring this summer. As part of the inventory, colleges/schools/divisions were asked how they track, how often they track, and what system/process they use for tracking.	There is currently no campus-wide systematic/centralized tracking mechanism currently in place.	Entire campus community	Next steps are to collate the data from the inventory and share with Relationship Governance Team and CRM team.	N/A	Assistant Vice President for Community Engagement Karen Meier	
1.d.		Educate and train students, faculty, and staff about the benefits of and opportunities for engagement	Participating in Virginia Skill Bridge (formerly Hire Vets Now) provided communication to the University. There are two approved positions and one in progress.	N/A	Broader campus community and Virginia Department of Veterans Affairs Services	N/A	N/A	N/A	Vice President for Human Resources, Diversity, Equity, and Inclusion September Sanderlin
			Progress includes requesting that community engagement be added to the new faculty and student leader orientations in the Fall; creating an Engagement Series to feature speakers virtually and in-person on topics related to engaged scholarship, civic and community engagement and service learning; offering monthly community volunteer opportunities to students, faculty, and staff; launching the new Presidential Monarch Discovery Series in Spring 2024; and adding to the Provost Spotlight a member of the Monarch community, who is engaged in a community engagement project or whose research is addressing a relevant community concern.	N/A	Office of the President internal units; Academic Affairs; Student Engagement and Enrollment Services; and broader campus community	Next steps are to continue building robust outreach and programming opportunities and educating the campus community on the benefits of engagement.	N/A	Assistant Vice President for Community Engagement Karen Meier	
			The School of Nursing launched a mobile health van to provide much needed primary care services to the community in the City of Franklin in April of 2023 (projected funded by the Health Resources and Services Administration for \$4M over the next four years). At the April launch event, the team provided care to a total of 27 patients. VDH vaccinated 13 children with 33 vaccines. Eight Bright Start physical exams were completed; two children were connected back to a CHKD specialist; two high risk children were provided with physical exams and vaccinations; three adult physical exams were performed; and eight other physical exams were completed, including sports physicals. All of these services were completed with the help of 61 faculty and students from several programs and the VDH team.	N/A	Community leaders and healthcare partners	Our medical mobile clinic schedule puts the School of Nursing in Franklin at the Armory Field, the Martin Luther King Center, and the Farmer's Market for twelve clinics this summer to provide services such as school and sports physicals, acute and chronic primary care, well-child physicals, and health screenings. The ODU Community Cares van will also be participating in the City of Franklin's Juneteenth parade on Saturday, June 17th in efforts to further these important partnerships.	There is ongoing grant funding.	Interim Dean of the School of Nursing Suzanne Wright, Ph.D.	
1.e.		Identify and implement incentives for students, faculty, and staff to engage with community and corporate partners	Prior to the pandemic, Community Engagement drafted a Faculty Fellows Program and shared with University leadership, who endorsed in theory. The draft document could also be easily adapted into a student 'LeADERS' recognition program.	The challenge at the time was funding the incentive portion of the Faculty Fellows Program. The current challenge is the coordination element needed for a robust recognition program.	Campus partners	N/A	Incentive funding is needed to reward and recognize students, faculty, and staff.	Assistant Vice President for Community Engagement Karen Meier	
			Faculty continue to develop non-traditional, learning-based activities into the undergraduate and graduate curricula in efforts to promote experiential learning. This approach offers the opportunity to enhance interprofessional education, increase the use of simulation, and improve clinical judgment in new graduate and advanced practice nurses.	Students must be informed that their experience in the classroom may be different from what they have experienced in the past. Alumni working as preceptors in the clinical area must have a good understanding of how students are being taught in the classroom to ensure a quality learning experience. Faculty must be trained in non-traditional teaching methods as they involve methodologies that faculty have not utilized in the past and/or may not be familiar with.	Academic Affairs internal units; Digital Learning; and American Association of Colleges of Nursing leaders	Work is ongoing to transform all nursing programs to CBE and incorporate the new essentials for nursing published by the American Association of Colleges of Nursing.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.	

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2.a.	Employ the new infrastructure and culture to increase corporate and community partnerships	Task the Relationship Governance Team with identifying and implementing opportunities to strengthen existing partnerships	Key stakeholders were identified in order to establish the Relationship Governance Team. Meetings with this group have been held, and a broader work plan is in progress.	Currently, there are no formal communication channels for the key stakeholders to share information which creates natural silos. The CRM will help with this with work to find an interim solution for sharing critical information in the interim.	Office of the President internal units	Next steps are to create a simple system for all Relationship Governance Team members to share existing data, as well as provide structure for identifying opportunities to reduce duplication of work.	There is a need for a robust CRM system that can be accessed and utilized by all critical stakeholders across the institution, as well as creating a cohesive institutional infrastructure for our external partners to engage with ODU	Associate Vice President for Corporate Partnerships Sarah Jane Kirkland
2.b.		Identify new partners through expanded alumni and community engagement	Initial review of opportunities will commence in the Fall 2023 to create strategy and to determine areas for opportunity. Current work includes: participating in the Regional Internship Collaborative and working closely with the Hampton Roads Workforce Development Council and the Hampton Roads Alliance to identify new industry/business coming to Hampton Roads to connect and build partnerships.	N/A	Office of the President internal units and University Advancement	Scheduled fall and winter events will be utilized to grow alumni and community engagement. Other efforts will be to create specific opportunities to expose alumni to the current needs of the students for work-based learning opportunities; connect and collaborate with alumni chapters on specific efforts related to learning-based opportunities for students; engage 40 under 40 recipients to build relationships for community partnerships; and review Alumni Association Board members to add value to corporate engagement efforts.	The new CRM needs to be able to communicate with existing alumni database.	Associate Vice President for Corporate Partnerships Sarah Jane Kirkland
			In FY23, the University Libraries began aggressively leveraging the Naro Video Collection as an avenue to connect with the regional community. Successful movie screening events were held at the Naro Expanded Cinema in Norfolk and at the new Planetarium located in the Chemistry Building. The Libraries are using the Naro Video Collection as a catalyst to re-energize the Friends of the Libraries program and to spur forming of a new Libraries Community Advisory Board.	Leveraging the value of the Naro Video Collection has required significant financial investment that is coming from Libraries endowment funds.	Academic Affairs internal units and Naro Expanded Cinema	There needs to be an effort to sustain investments to promote the Naro Video Collection and open the Naro Video Collection space in Perry Library during Fall/Winter 2024	There needs to be continued investments in promoting and building space for Naro Video Collection. Space costs in FY24 are estimated at \$155,430. Programming costs are estimated at \$25,000 in FY24.	Dean of University Libraries Timothy Hackman
2.c.		Identify and implement opportunities to increase corporate and community engaged research by faculty and students	An initial review of opportunities is currently in progress. Activity will increase in the Fall 2023 to create the strategy and determine areas for opportunity.	N/A	Broader campus community	Next steps are to review all current opportunities and create internal infrastructure for communication/tracking.	N/A	Associate Vice President for Corporate Partnerships Sarah Jane Kirkland
2.d.		Identify and reduce barriers to student participation in internships and other work-based learning opportunities	Several different activities were completed. Separate committees/workgroups were created and charged with engaging in specific actions that will help achieve this objective. Several groups met to initiate discussions about expanding internships/work-based learning. The Monarch Internship and Co-Op Office (MICO) was created to provide the necessary infrastructure to meet this objective. Position descriptions for four FTEs were created and approved. A search for an executive director of the office was implemented and successfully completed. The new executive director started in June. Searches for internship advisors and administrative support are underway. Discussions were also initiated about strategically developing partnerships. A baseline experiential learning dashboard was created, and the physical space housing the office was identified, renovated, and opened on June 25. Students began to visit the office the week it opened. A DOE grant for expanding internship support was submitted.	N/A	Academic Affairs internal units; Research; University Communications; Student Engagement and Enrollment Services; Office of the President	The internship advisors and administrative support FTEs are being hired with an anticipated August start date. The Excellence in Internships and Coops Commission, Internship Advisory Council, and External Partnership Committee will be convened in the Fall. Marketing of the new office is beginning. Planning for additional grants/resources is underway.	Funds to support four FTEs and NPS have been provided to the office.	Vice Provost for Academic Affairs and Dean of Interdisciplinary Studies Brian Payne, Ph.D.
			There is a multi-layered approach through campus and external partnerships with the following items. The 757 Regional Internship Collaborative conducted focus group interviews to identify barriers and opportunities in the 757 Region through a SCHEV grant with PI in Academic Affairs and co-leads in SEES and in the region. There was coordination that resulted in an Internship Summit, as well as the launch of the inaugural Greater Norfolk Corporation mentorship program in collaboration with Norfolk State University (previous partner), Virginia Wesleyan, and Tidewater Community College. The Handshake User Guide was created for faculty to track student internship opportunities. Director-led employer listening sessions were held with over 100 engagement points to strengthen employer engagement with students. The Career Development Services' partnership with Parker Dewey was re-launched to provide micro-internship opportunities with students.	Clearer definitions need to be implemented for work-based learning opportunities. There needs to be collaboration with the new Monarch Internships & Co-Op Office to establish communication and procedural methods and ensure seamless student access to internship opportunities.	Office of the President internal units and Academic Affairs	Next steps include a review of the definition, terms, and compliance of internship/work-based learning and creation and review of exceptions and review processes that are creating barriers for these opportunities.	N/A	Associate Vice President for Corporate Partnerships Sarah Jane Kirkland
2.e.		Increase opportunities for corporate leaders and alumni to participate in classroom and experiential learning activities, such as supervising student capstone projects	An MOU was signed with HII-NNSY providing for structured co-ops. The MOU will serve as a template for subsequent MOUs. University leaders have met with several companies to discuss specific opportunities for linking efforts with experiential learning opportunities.	For some companies, the high-level of clearance required for students can be challenging. Also, a need exists to communicate the value of certain majors to employers.	Office of the President internal units; Academic Affairs; Research; and Student Engagement and Enrollment Services	Continuing to meet with industry is important. The internship external partnership committee will discuss strategies to scale these efforts. An internship advisory council will be convened and members will be asked to help develop specific strategies that will expand experiential learning across industries.	N/A	Vice Provost for Academic Affairs and Dean of Interdisciplinary Studies Brian Payne, Ph.D.
			New partnerships are being coordinated with the focus on increasing corporate engagement in the classroom.	N/A	Office of the President internal units; Academic Affairs, and University Advancement	Next steps are to create a streamlined approach using CRM for strategic company engagement. The CRM needs to help provide enhanced communication across the institution to create a seamless communication and points of contact for our corporate and alumni leadership.	N/A	Associate Vice President for Corporate Partnerships Sarah Jane Kirkland

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3.a.	Expand innovation and entrepreneurship	Support innovation and entrepreneurship for early-stage student and faculty intellectual property (IP) commercialization with a focus on start up	New coursework is being developed and will be piloted in AY 2023-24. Existing programming is being revised, along with new programming to grow student interest and catalyze activity.	N/A	N/A	N/A	N/A	Dean of Strome College of Business Ken Kahn, Ph.D.
3.b.		Partner with industry in pursuit of federal and other funding to develop commercial IP	<p>K. Leslie secured board seats with both Innovate Hampton Roads and The Norfolk Innovation Corridor (NIC) and will chair the Technology Transfer Committee for the NIC. An \$1.8M grant was awarded by the U.S. Department of Transportation's Strengthening Mobility and Revolutionizing Transportation (SMART) Grants Program for a collaboration between VISA (ODU), DroneUp, Riverside Health, the Accomack-Norhampton Planning District Commission, and the Virginia Innovation Partnership Corporation (VIPC). The project involves using drones to deliver prescription medications to patients who live on the Eastern Shore and adjacent Tangier Island. This project was the only application in the Commonwealth of Virginia to be awarded a SMART Grant during the inaugural year of the program.</p> <p>S. Kirkland is collaborating with the Hampton Roads Executive Roundtable, Hampton Roads Economic Development Directors and other community business partners to identify additional funding opportunities.</p> <p>K. Dini, K. Leslie, and S. Kirkland monitoring CHIPS act opportunities as they are formalized.</p>	Many existing industry relationships are distributed and siloed across various units. There is not yet an organized bidirectional process or mechanism for "matchmaking" industry partners and faculty.	Office of the President	Next steps are to create a cohort database of business leaders that are interested in collaborating when funding opportunities arise. The group can be brought together quickly and efficiently to capitalize on opportunities. Another critical steps is to leverage board memberships to further identify and engage industry partners and align with other regional efforts for innovation and entrepreneurship.	N/A	Associate Vice President for Innovation and Commercialization Kevin Leslie, Ph.D.
3.c.		Secure external grants to support the training and development of faculty and student entrepreneurship cohorts	<p>K. Leslie developed and submitted a proposal to the NSF ART program. The primary goals of this program are to build capacity and infrastructure for translational research at U.S. Institutions of Higher Education (IHEs) and to enhance their role in regional innovation. ecosystems. In addition, this program seeks to effectively train graduate students and postdoctoral researchers in translational research, benefiting them across a range of career options.</p> <p>K. Leslie is currently supporting 757 Collab's Build 2 Scale (B2S) grant submission to EDA with ODU as partner.</p> <p>S. Kirkland is assisting in the review of past grants awarded and current proposals that have been submitted to create a baseline. Data provided through the Research Foundation and will be accessible through a Data Dashboard (currently under development; will go live in Fall).</p>	ODU does not currently have internal operational staff or programming dedicated to faculty entrepreneurship (i.e. much of the IIE is federally funded to be community-facing and serve specific geographies and populations).	Office of the President and Academic Affairs	Next steps are to review past grants data when ODURF data dashboard is released; create target list of existing and new funding mechanisms; and create list of key POCs internal to ODU to improve visibility and coordination for each funding opportunity.	N/A	Associate Vice President for Innovation and Commercialization Kevin Leslie, Ph.D.
3.d.		Create new and strengthen existing entrepreneurship partnerships with K-12, community colleges, apprentice schools, and other partners	<p>K. Leslie is advising and launching partnership between 757 Collab and HRBRC to offer monthly bootcamps and an accelerator for biotech/healthtech teams from ODU and other HRBRC member institutions.</p> <p>K. Leslie is collaborating with Virginia Bio to embed VIPC-funded industry mentors at public higher education institutions (including ODU).</p> <p>S. Kirkland, commencing in the fall, will host meetings with key K-12 partners in both public and private schools, New Horizons, Aviation Academy, Centura College, and apprentice schools to determine opportunities for entrepreneurship partnerships.</p> <p>K. Leslie is leading partnership agreement development with City of Virginia Beach for ODU to take lead operating role for Virginia Beach BIO Accelerator space near Town Center.</p>	Many activities are still siloed across institution, and duplication occurs.	Office of the President; Academic Affairs; and Student Engagement and Enrollment Services	Next steps are to create database of existing partnerships and analyze for gaps in order to build benchmarks	N/A	Associate Vice President for Innovation and Commercialization Kevin Leslie, Ph.D.
3.e.		Expand entrepreneurship opportunities for diverse founders and other underserved populations through collaborations with regional and state non-profit and corporate partners	Activity will build on current initiatives in the Hudgins Transitional Entrepreneurship Lab that target and support diverse founders and underserved populations. ODU is establishing a national reputation in the area of transitional entrepreneurship.	N/A	N/A	The Strome Entrepreneurial Center was renamed the Strome Center for Entrepreneurship and Innovation to better position and focus on student entrepreneurship and innovation. The Center will host two new courses. ENTR 100 is a one credit hour course with guest lectures by local entrepreneurs and innovators to excite students about entrepreneurship and innovation. The inaugural offering of ENTR 100 will be in Fall 2023. ENTR 450 is a three credit hours project course, which connects students from across disciplines.	N/A	Dean of Strome College of Business Ken Kahn, Ph.D.
3.f.		Align campus-based entrepreneurship and innovation resources with existing and emerging areas of research strength	<p>The Innovation and Commercialization team has led a concerted effort to engage proactively with faculty, resulting in the submission of three times more invention disclosures in the first half of 2023 than the entirety of 2022</p> <p>S. Kirkland is evaluating CRM software as tool to better align internal resources and strengths with external opportunities</p> <p>K. Leslie is coordinating with and including relevant faculty on NSF TIP grant proposals</p> <p>K. Leslie is working with ODURF to streamline web presence and resources for faculty, staff, and potential industry partners</p>	Existing departmental tenure metrics do not incentivize entrepreneurship or innovation. Few dedicated resources already exist for faculty entrepreneurship and innovation. Many faculty are not interested in becoming entrepreneurs	Research internal units; Academic Affairs; and Office of the President	Next steps are to build and host ecosystem resource inventory accessible to faculty and staff, initiate regular communications, via existing ODU channels, regarding innovation and entrepreneurship activities and opportunities; and develop and implement more comprehensive training for new faculty regarding intellectual property and entrepreneurship.	N/A	Associate Vice President for Innovation and Commercialization Kevin Leslie, Ph.D.

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4.a.	Support economic wellbeing through economic development	Pursue federally funded economic development awards to build a critical mass of soft-funded economic development services provided by the campus community	The ODU Institute for Innovation and Entrepreneurship (IIE) continues to exceed expectations, including a recent FY23 \$520,000 award from the U.S. SBA to fund the IIE's Veteran's Business Outreach Center and \$200,000 from corporate and other partners. Career Development Services submitted and awarded \$25k SCHEV grant for the transformation of Federal Work Study awards to on campus internship opportunities.	Turnaround times for new federal solicitations are becoming shorter; proposal development process requires significant time on part of administrative faculty	Research internal units; Academic Affairs; Student Engagement and Enrollment Services; and Office of the President	Next steps are to track success rates during 2023 and establish baseline for 2024.	N/A	Associate Vice President for Innovation and Commercialization Kevin Leslie, Ph.D.
4.b.		Convene and participate in regional economic development teams pursuing one-time federal and other economic development funding opportunities	K. Leslie, M. Foster, S. Kirkland, K. Dini, and D. Bowles are steering and supporting the region's grant proposal submission to EDA Tech Hubs S. Kirkland traveled to Germany to review workforce training and development structures with regional business leaders, regional economic development directors, regional mayors, and K-12 leadership.	Turnaround times for new federal solicitations are becoming shorter, and proposal development process requires significant time on part of administrative faculty.	Research internal units; Academic Affairs; Student Engagement and Enrollment Services; and Office of the President	Next steps are to establish regularly scheduled meetings with leadership focused on regional economic development to identify new areas of opportunity for funding.	N/A	Associate Vice President for Innovation and Commercialization Kevin Leslie, Ph.D.
4.c.		Provide support for economic justice and equity initiatives in the region through faculty outreach and applications for federal and other funding opportunities	Working with the Hampton Roads Alliance, the Hampton Roads Planning District Commission, the Hampton Roads Executive Roundtable, and the Hampton Roads Workforce Council, the University is working to identify initiatives that are focused on economic development that include economic justice and equality initiatives.	N/A	Office of the President internal units; and Diversity, Equity, and Inclusion	Next steps are to review past funding opportunities to create baseline to build upon and work with the Research Foundation once the data dashboards have been established to access this information.	N/A	Associate Vice President for Corporate Partnerships Sarah Jane Kirkland