Spring 2023 Strategic Plan Progress Report: Academic Excellence

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.	Serve as a leading institution in the Commonwealth of Virginia in developing and offering relevant, signature academic programs to meet regional and global workforce needs	Partner with industry and public sector leaders to identify and respond to regional, national, and global workforce needs	The University is currently working with the Hampton Roads Workforce Council; the Hampton Roads Alliance; the Hampton Roads Executive Roundtable; the Hampton Roads Planning District Commission; the Hampton Roads Military Federal Facilities Alliance; regional mayors and city managers, as well as the GO Virginia Council 5 and RVA757 Connects to identify the critical industry clusters and determine how ODU is positioned to provide the necessary degrees and certifications to strengthen and grow the regional economy.	N/A	Academic Affairs	Next steps are to continue evaluating opportunities; strengthen existing external partnerships; and create new partnerships, thereby placing ODU at the forefront of all workforce initiatives	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 a more streamlined interaction for external partners.	Associate Vice President for Corporate Partnership Sarah Jane Kirkland
			Working in collaboration with industry partners, two undergraduate degree programs (i.e., a BS in manufacturing engineering technology and BS in Data Science) have been developed; two schools (i.e., School of Data Science, School of Supply Chain, Logistics, and Maritime Operations) and one Institute (i.e., Institute of Data Science) have been established. Two training grants have been secured to develop lab schools focusing on maritime and computer science. The School of Nursing secured funds from the HRSA to launch the ODU Community Care mobile van to provide primary care services in City of Franklin. The Darden College of Education and Professional Studies developed new teacher training cohorts with school districts across Hampton Roads to address the educator shortage issue; expanded the Teacher in Residence program; and revised the hospitality and tourism curriculum. The University also signed a cooperative transfer agreement with Tidewater Community College to ensure seamless pathways for community college students.	Four major challenges are: (a) the difficulty of collecting industry and government data; (b) balancing industry and VCCS expectations with accreditation requirements; (c) SCHEV's program review and approval process; and (d) faculty and staff shortages.	The external partners colleges and schools are collaborating with include: Manufacturing Association, VCCS, Maritime Advisory Board, School Districts (i.e., Chesapeake, Newport News, Norfolk, Virginia Beach, Portsmouth, Hampton, Eastern Shore, Williamsburg James City County, Henrico, Frederick, Accomack, Caroline County), Alternative Paths Training School, CHKD, City of Franklin, Virginia Department of Health, Virginia Housing Authority, People In Need (PiN) Ministry, Gold Key PHR, and Retro Hospitality.	To achieve this goal, efforts will be devoted to: identify and invite industry partners to attend a campus orientation; work with manufacturing partners and VCCS representatives to finalize the submission of the program of the BS in Manufacturing Engineering Technology to SCHEV; finalize the Institute of Data Science structure, secure SCHEV's approval for School of Supply Chain, Logistics, and Maritime Operations; submit funding proposals for the lab schools; expand the cohorts of the teacher training program; and evaluate data from sources to determine additional needs health professions programs.	Additional funding may be needed to support the lab schools.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
1.b.		Utilize regional and national labor market data to develop or expand high-demand academic programs	Proposals to establish two graduate degree programs (i.e., MS in Geographic Information Science and MS degree in Criminology) are being prepared for submission to SCHEV in March 2024. The number of students admitted to the nurse anesthesia, Psych-Mental Health NP, and pre-licensure BSN has increased. The addition of three graduate health sciences degree programs (i.e., Master of Science in Molecular Diagnostics and Precision Medicine; Doctor of Athletic Training; and Doctor of Applied Science in Kinesiology) will be launched as soon as final approval is received from SACSCOC. Based on BLS labor market data, fully-online options for graduate counseling and human services programs are being developed and application is being prepared for submission to the Council on Dental Association (CODA) to expand the pre-licensure dental hygiene program and to the Commission on Accreditation of Physical Therapy Education (CAPTE) to increase class size from 40 to 48.	Two critical challenges to developing or expanding programs are recruitment and retention of faculty and finding adequate clinical placement sites.	Academic Affairs internal units; Digital Learning; SCHEV; EVMS; and regional health care organizations (i.e., Sentara, CHKD, Sentara Medical Group, Chesapeake Regional, Bon Secours, and Riverside)	Next steps include: submitting changes to SCHEV to implement for Fall 2024; moving content for cybersecurity into online modules; submitting letter of intent to CAPTE by January 1, 2024; submitting a proposal by February 1, 2024; submit a letter of request to expand the Dental Hygiene program to CODA by November 1, 2023; and partner with EVMS on SACSCOC approval and address curricular changes and catalog changes for the Master of Science in Molecular Diagnostics and Precision Medicine, the Doctor of Athletic Training, and the Doctor of Applied Science in Kinesiology program.	As cybersecurity grows, additional lines will be needed. Additional funds will be needed for two additional DPT clinical faculty to support program expansion. Additional adjunct clinical faculty for oversight of additional dental hygiene students.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
1.c.		Create seamless pathways for community college students to transfer into high-demand bachelor's programs that address regional and global demands	The Transfer Initiatives/Academic Success Center is continuously expanding the number of transfer agreements for VCCS applied degrees. The 11th individual Cybersecurity transfer agreement was finalized in Spring 2023 and established the G3 transfer agreement with TCC for the BS in Human Services. Efforts are underway to develop an innovative transfer agreement with key partners for the new BS Engineering Technology with a major in Manufacturing Engineering Technology. In addition, work on Transfer VA transfer guides continues for transferable VCCS associate degrees. Finally, ODU and TCC partnered and launched the TCC-ODU Monarch Ready program offering joint support services to students, who may need additional preparation prior to enrollment at ODU and in order to create pathway for TCC and Paul D. Camp students to enroll in health science and early childhood education programs at ODU.	The process of developing, reviewing, or updating transfer articulation agreements (i.e., course equivalencies and curriculum mapping) can be time consuming.	Academic Affairs internal units and unit leaders at VCCS	Next steps are to fully implement the TCC-ODU Monarch Ready Program; evaluate the effectiveness of other transfer pathways initiatives designed to provide a seamless transition for community college students; and explore ways to improve the process of reviewing and approving articulation agreements.	Several positions at the Regional Higher Education Centers have been repurposed to support advising and transfer initiatives.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.

Spring 2023 Strategic Plan Progress Report: Academic Excellence

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2.a.		Emphasize the value of undergraduate experiential learning in faculty recruitment, evaluation, and retention efforts	The Monarch Internship and Co-Op Office was created in the Academic Success Center to centralize support for internships and co-ops. The School of Nursing hired a simulation nurse educator to grow hands-on simulation learning experiences in undergraduate and graduate nursing curricula. Nursing students are assigned rotations as members of the health care team providing primary care services to residents of the City of Franklin. The ePortfolio and Digital Initiatives housed in the Academic Success Center are tasked with providing tutoring, workshops, class visits, tutorials related to high impact/experiential digital pedagogical practices such as ePortfolio integration and XR-enhanced activities. All programs in the Darden College of Education and Professional Studies offer courses with field experience and most require an internship course as part of the curriculum. Except for the undergraduate program in speech language pathology, all programs in the College of Health Sciences offer experiential learning opportunities for students.	Recruitment and retention of faculty and preceptors.	Academic Affairs is collaborating with faculty in the School of Dental Hygiene, Center for Faculty Development, Career Development Services, colleges, City of Franklin, Franklin City Public Schools, school districts across the state, and agencies/industries across the nation.	Next steps are to recruit two internship advisors; establish an external advisory board for internships and co-ops; and develop and establish faculty recognition award for the integration of innovative experiential learning opportunities.	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
			Faculty are currently working on developing an exit survey for students across all programs to gather feedback on their learning experiences as nursing students. Nursing education inherently includes experiential learning experiences, but faculty are interested in learning more about students' perceptions of these experiences and the degree to which students feel they are prepared to enter the workforce.	N/A	Faculty	Survey feedback will be collected from December 2023 graduates and shared in the subsequent Curriculum Committee meeting for analysis and recommendations with the goal/purpose of continuous improvement.	N/A	Interim Dean of the School of Nursing Suzanne Wright, Ph.D.
2.b.	Provide high-impact experiences for all undergraduate students through experiential learning programs	Incentivize faculty to implement and integrate experiential learning pedagogies into their courses	The Batten College of Engineering and Technology created a faculty advisory committee and funded new equipment for the Monarch Engineering and Innovation Laboratory (M-Lab) to increase faculty integrating design-prototype projects into classes. A university-wide faculty advisory committee for internships and co-ops has been established. Eighteen nursing faculty participated in Design Thinking workshop, and eighteen more faculty participated in workshop aimed at increasing faculty adoption of ePortfolio pedagogy. Stipends were provided for faculty to teach in learning communities with a workshop developed for forty-five faculty participants. The College of Health Sciences is working with EVMS and ODU academic programs to develop experiential learning opportunities for undergraduate students within the first 0-60 credits.	There is limited space and facilities, especially for Engineering students. There needs to be incentives for faculty to implement active, student-centered pedagogies. There also needs to be funding for faculty stipends to implement more learning communities across the colleges, which is currently limited. School licensure reciprocity across state lines is needed for online teacher education students.	Academic Affairs internal units; Administration and Finance; and industry representatives	Incentivize more nursing faculty to participate in Design Thinking and/or Simulation training. Work with departments to expand the use of ePortfolio by faculty and students. Identify the opportunities for students to participate in experiential learning and devise a system for monitoring participation.	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
			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	Interim Dean of the School of Nursing Suzanne Wright, Ph.D.
2.c.		Establish an Academic Innovation Team to work collaboratively with faculty and staff across departments and colleges to research, develop, and implement strategies aimed at improving academic achievements of undergraduate students	Action on this strategy was placed on hold until the onboarding of the new Vice President for Student Engagement and Student Services.	N/A	Academic Affairs internal units and Student Engagement and Enrollment Services	N/A	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
2.d.		Charge the Perry Honors College to promote and expand experiential learning and post-graduate opportunities among undergraduate students	The Graduate School and the Perry Honors College have begun meeting around expanded fellowship and other post-baccalaureate opportunities for seniors and recent graduates in order to lay the groundwork for a future fellowship office. The initial focus will be on developing a pool of Goldwater Fellowship applicants. The Perry Honors College has begun revamping its Undergraduate Research Apprenticeship program to engage more departments/schools across the University.	There needs to be identified staffing and financial resources for a future fellowship office, as well as additional financial resources for the revamped research program.	Academic Affairs internal units	A Provost's Fellow position is being requested to guide the formation of a future fellowship office. Identifying graduate students to serve as research mentors and conduct an external review of the Honors College will also be important next steps.	There will be a request to allocate funds to appoint an Assistant Dean and hire an administrative assistant position in the Perry Honors College.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
2.e.		Provide funding to enhance the capacity of the Center for Interprofessional Healthcare Practice, Education, and Research (I-HEAR) to support the engagement of health professions students in community-based health services	Through I-HEAR, students and faculty from several health sciences programs at ODU (I.e., nursing - undergraduate and graduate-, athletic training, dental hygiene, physical therapy, speech and language pathology, and human services) provided care in five pop-up clinics that have served over 110 children, including those unable to obtain physicals for school and 20 women including those who are unhoused and Hispanic women in need of women's health care. In addition, a nurse-run I-HEAR clinic provided health services every other Tuesday to meet the needs of homeless individuals at the People in Need (PiN) clinic both in-person and through telehealth.	Faculty shortages negatively impact capacity to expand.	Academic Affairs internal units; community-based organizations (i.e., PiN Ministry); and health care organizations (i.e., Sentara)	Next steps are to secure funding through HRSA to expand enrollment of underserved minority nursing students to engage in underserved hands-on clinical training opportunities, as well as develop a strategic plan for I-HEAR.	Director of I-HEAR was appointed.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.

Spring 2023 Strategic Plan Progress Report: Academic Excellence

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3.a.	Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs	Revamp, update, and realign general education requirements to enhance student learning and work-based outcomes and respond to regional and global workforce needs	English general education composition classes have been revised to better meet the needs of incoming students. ENGL 101 and ENGL 11C have been uncoupled so that students are now empowered to decide on their own writing needs. ENGL 211 has also been standardized to better meet the needs of all students. Strategic investment has been made in technology and software to expand the virtual reality capabilities of the Language Learning Center and all foreign language classrooms. This investment supports the departmental pedagogical strategy of engaging students in non-textbook-based activities with curricula that respond to student needs. Using VR in the classroom and language laboratory immerses students in scenarios that promote cross-cultural communication skills and strategic thinking while promoting ODU students into global citizens. The Quality Enhancement Plan has been piloted and will be implemented in the fall.	N/A	Academic Affairs internal units	Next steps are to start the process of reviewing and updating general education requirements in Fall 2023.	A sum of $20,000 was reallocated from the QEP funds to support this initiative.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
3.b.		Implement the use of evidence-based quality standards for inclusive teaching and learning to meet the needs of all students and ensure academic rigor across instructional modalities	The Academic Success Center partnered with associate deans to request additional academic advisors within various colleges to lower caseload numbers and provide more comprehensive advising. The Center also conducted research to compare advising models with the models used by ODU peer institutions. By interviewing advising directors and experts, the Center will be better positioned to adopt best practices and consider initiatives to improve the advising system and infrastructure.	Four critical challenges to be addressed include: (1) high caseloads for advisors; (2) inadequate coordination and communication due to the decentralized advising model; (3) inadequate space to meet the needs of undeclared or undecided students; and (4) lack of career paths for advisors.	Academic Affairs internal units	There is a need for reorganized positions to serve new needs including Interdisciplinary Schools. A NACADA consultant team needs to review and provide recommendations for a possible revised advising structure and caseload. Also, research reports should be utilized to update the advising models and structures.	Several positions have been moved from the Regional Higher Education Centers to augment advising services.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
			The Darden College of Education and Professional Studies sponsored content experts to offer three workshops for faculty on decolonizing curriculum and shared an online module with faculty about accessible online teaching strategies.	N/A	Faculty	The Darden College of Education and Professional Studies will showcase the process of inclusive teaching and learning.	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
			In Fall 2022, ODU joined the membership of Quality Matters, an international organization dedicated to research on and implementation of standards to help ensure course quality. DDL has implemented their rubric as part of online course development review, and many DDL staff have been formally trained on the guidelines. Faculty now complete a QM training with Instructional Designers as part of the course development process. Two staff are more fully trained as QM certified facilitators. These externally developed standards provide clear, consistent guidelines to assist content experts in course design and structure that is accessible by a diverse student body and supports their success. DDL is sponsoring and supporting one program (Communication BS) as a pilot for program-level QM certification.	Faculty expressed interest in being more involved in discussions about standards that would be applied at ODU. To facilitate this, DDL established a 20-member Global Policy and Process Committee, 17 of whom are faculty. This group meets regularly to ensure wide involvement and participation and as we implement evidence-based quality standards for courses.	Digital Learning internal units and Academic Affairs	Newly-developed online courses will be QM reviewed as part of the development process. Existing online courses will be reviewed and redesigned as necessary based on the QM standards. DDL will identify needed professional development opportunities for faculty and staff and will offer additional QM trainings. The Division will train additional QM facilitators to support ongoing training and development on the appropriate application of evidence-based quality standards. These facilitators will be able to train and certify faculty as QM reviewers.	QM training costs; QM certification costs.	Vice President for Digital Learning Nina Rodriguez Gonser
3.c.		Position the Academic Success Center to offer comprehensive advising to undergraduate students	This work is scheduled to begin in the next reporting cycle	N/A	Academic Affairs internal units	N/A	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
3.d.		Build a more robust advising infrastructure for graduate students	The Graduate School has initiated the process of mapping the assessment process of the University's current advising infrastructure in collaboration with the academic departments/schools and the Academic Success Center. Clinical education directors in the School of Nursing are now assigned advising duties. The Darden College of Education and Professional Studies has transitioned graduate teacher education advising to the college's Central Advising Office (CARC) to ensure consistency and quicker response to the high number of students. The Darden College of Education and Professional Studies has also hired a Recruitment and Enrollment Specialist to assist graduate program directors and department chairs/school directors with recruitment of students and application criteria, application review process, and enrollment procedures and timeline.	Resources to hire professional advisors and support personnel are needed, along with creating metrics to determine when programs are large enough to demand their own or if they can be shared. Finding time for adequate training and development of clinical education directors (nursing) is also an important element to consider.	Academic Affairs internal units	Next steps are to develop Qualtrics survey to distribute among graduate program directors and department chairs/school directors in Fall 2023 in order to identify where the greatest advising needs lie, especially within professional master's degree programs. Also, advising modules in CANVAS need to be created based on best practices. There needs to be a more refined mechanism for evaluation of clinical education directors in nursing.	Resources to hire professional advisors and support personnel are needed.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.

Spring 2023 Strategic Plan Progress Report: Academic Excellence

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4.a.	Develop infrastructure to support excellence in research and scholarship for undergraduate and graduate students	Increase the involvement of high-achieving undergraduate and graduate students in faculty supervised research through targeted funds	Research provided $30,000 in funding in FY 2023 for the Program for Undergraduate Research and Scholarship. Research also provided $50,000 in funding to the Graduate School in order to support graduate student research projects.	N/A	Research internal units; Academic Affairs; faculty investigators; and Research Foundation	The next step is to formulate a strategy to encourage faculty to include undergraduate research opportunities in their grant proposals.	Research continues to re-invest endowment funds to support these initiatives.	Senior Associate Vice President for Research John Nunnery, Ed.D.
			ODU received federal funding for the TRiO McNair Program. The program offers expanded faculty mentoring, research experience and other academic opportunities with the goal of increasing the number of Ph.D. recipients, who are from underrepresented groups in graduate education. The School of Nursing has established the infrastructure to enable undergraduate nursing students to engage in community-based research and present their projects in poster-format at an in-house annual event. The College of Sciences has established the Undergraduate Research Program (COSURP), which provides funds to one to two departments to increase participation in undergraduate research. The funds are awarded competitively based on review of proposals each spring. The Darden College of Education and Professional Studies has expanded access to student travel funds for undergraduate students presenting at national and international conferences. An Undergraduate Research Assistant policy has been developed to encourage faculty involvement with students in research, presentation, and publication opportunities.	Challenges include: student demand for assistantship support and summer support and research-related travel far outstrips resources. In Spring 2023, for example, the Graduate School received forty-nine applications for the 10 summer research awards that were ultimately funded. Nursing faculty shortages impacted workload and time available for faculty involvement in mentoring of undergraduate nursing students on community research projects.	Academic Affairs internal units; Student Engagement and Enrollment Services; and Research	Next steps are to explore ways to increase the graduate student travel funds; discuss equitable allocation of graduate student fees; and apply for external funding with built-in graduate student research in collaboration with the academic colleges.	There has been an increased investment in the student travel fund. The College of Sciences allocated $50,000 from an endowment to fund this initiative.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
4.b.		Position the Graduate School to improve the University's competitiveness in recruiting, retaining, and graduating high-achieving graduate students	The Fall 2022 graduate assistant stipend increase (25% for doctoral students and 33% for master's students) has positioned the University to be more competitive with its R1 peers. The Graduate School met recently with University Communications to begin building a graduate education awareness campaign for Fall 2023. The Graduate School, Institutional Research, ODU Global, and Enrollment Management have met several times to discuss enrollment targets. Future growth is anticipated through the expansion of linked programs and the marketing of online programs under ODUGlobal. In FY23, the University Libraries used $37,853 from the Perry endowment to fund three graduate administrative assistant positions targeted to MLIS program students. This is an excellent partnership benefiting the MLIS Program, the Libraries, and the students receiving the assistantships.	Availability funds to increase the number of available summer support for graduate assistants. Inadequate coordination of marketing activities among the various graduate programs. Lack of a structured communication strategy to improve the time-to-degree for graduate students.	Academic Affairs internal units; University Communications; Student Engagement and Enrollment Services; Digital Learning; and Administration and Finance	Next steps are to create a more efficient application process with Graduate Admissions and sustain funding at approximately $50,000 level in FY24 (Libraries).	Resources will be needed for a robust graduate marketing campaign.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
5.a.	Accelerate the recruitment and retention of diverse faculty and academic administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship	Offer competitive compensation, benefits, and conducive working conditions to attract faculty and staff from underrepresented backgrounds and address faculty compensation issues to aid in the retention of existing personnel	Academic Affairs allocated $300,000 to provide salary increases for high-performing faculty earning below 80% of their average salary based on CUPA data. The Graduate School worked with the academic colleges to recruit promising junior scholars via the Southern Regional Education Board's (SREB) annual doctoral mentoring institute. Funds provided to support the Provost's Underrepresented Faculty Retention (PRUF) initiative. The total number of Underrepresented faculty hired in FY 22-23 was twenty-two, and the amount spent to fund the PRUF initiative in FY 23 was $31,282. During the 2022-2023 academic year, a faculty committee, co-led by the Dean of College Arts and Letters and the Chair of the Faculty Senate, developed a new workload policy that would bring the College of Arts and Letters into alignment with other ODU colleges and with R1 peers. This revised workload standard will help attract and retain faculty.	Compared to our R1 peers, ODU faculty starting salaries are not competitive with low production of minorities with Ph.D. in STEM-H fields.	Academic Affairs internal units	Next steps are to attend the next SREB doctoral mentoring institute in Tampa in October 2023; continue to allocate funds to support the PRUF initiative; and review/finalize the faculty workload policy for the College of Arts and Letters in Fall 2023.	There will be a request for additional sponsorship and travel funds. A significant investment in additional faculty complement will be needed during the proposed three-year phased-in implementation of the new workload policy.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
5.b.		Position the Office of Faculty Diversity and Retention to work with college diversity committees in developing proactive faculty and staff recruitment plans	There has been work with colleges to develop, revise, and submit recruitment plans for faculty searches. Other activities includes: collaborated with diversity leaders in colleges to develop plans for recruitment of diverse faculty and to discuss and address college culture and climate; scheduled monthly meetings with college diversity leaders to address various topics; provided workshops, training, cafes, and watch parties for faculty on recruitment and retention of faculty; conducted two Excite the Dream programs to invite new scholars to ODU to meet with our faculty and leadership; attended Southern Regional Education Board's conference to attract and recruit new scholars from minoritized groups to ODU; created college and discipline specific lists of Historically Black Colleges and Universities and Hispanic Serving Institutions to distribute to each college to utilize for recruitment of diverse candidates; and hosted Provost's Town Hall and worked with PRUF participants.	Completion of the recruitment plans has been challenging for some committee chairs, and budgeting for additional advertising has been an issue. Recruitment plans need to be updated to be more concise and to eliminate redundancies. Some search committees view the recruitment plans as impediments instead of tools to increase diversity of applicant pools. More training is needed on the efficacy and purpose of the plans. There is considerable variation in how recruitment is conducted and how search committees operate across the colleges.	Academic Affairs internal units	Next steps are to: revise recruitment plan with input from colleges; provide training for search committees on recruiting diverse faculty and completing recruitment plans; provide resources and training for search committees on places and avenues for recruitment; standardize some elements of recruitment and hiring across the colleges; and work with EVMS on integration of programming and goals.	Request additional funding for recruitment of new faculty and training, networking, and collaboration for the Office of Faculty Diversity and Retention.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
5.c.		Charge the Center for Faculty Development with providing mentoring, training, and support opportunities to all faculty, especially those from underrepresented groups	An ADVANCE Adaptation grant was submitted to the National Science Foundation which has been recommended for funding and is designed to make a significant contribution to university efforts focused on eliminating gender and race disparities on campus, thereby increasing the recruitment and promotion and tenure of women, especially women of color STEM faculty. A year-long program (2022-2023) was crated and focused on TILT (Transparency in Learning and Teaching) in which faculty experimented with transparency in teaching to improve student success, especially students from underrepresented groups. Faculty participated in workshops, redesigned assignments, and taught their new course material in spring 2023. Faculty received $250 stipends. A two-day series of teaching excellence workshops were held and focused on Day 1: Creating Spaces of Belonging; and Day 2: Innovative Pedagogies for Faculty. Finally, there was ollaborationn with EVMS to provide faculty with workshops on using Artificial Intelligence. and also devised initiatives exploring leadership, mentoring, classroom observations, decolonizing the curriculum, and research productivity.	Participants are often the same cohort of faculty. Reaching those who never attended is a challenge as we integrate faculty development with EVMS, while still needing to cultivate a broader base of faculty participation on the ODU campus. Leveraging institutional resources or finding sustained financial support for holding a teaching conference or other initiatives is a challenge due to limited funds. Working to develop evidence-based strategies, create systemic change, and meet specific students' needs is often time-consuming and limits participation without incentives.	Our newest collaborators on synergistic strategies are the professional development leaders at EVMS, and we continue robust work across Academic Affairs and within the broader campus.	Next steps are to: prepare for ADVANCE Adaptation grant; continue to work with the professional development division at EVMS on integrated programs and vision; develop a strategic plan for the Center for Faculty Development; develop an External Advisory Council; build programs around the results of the 2023 COACHE-survey after results are forthcoming; build stronger focus on evidence-based strategies promoting global education; and disseminate faculty needs survey specifically targeting faculty development.	The Center for Faculty Development received a transfer position from what was the Center for Teaching and Learning (which no longer exists) allowing for the establishment of a CFD Associate Director of Faculty Innovation and Teaching with Technology.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.

Spring 2023 Strategic Plan Progress Report: Branding, Marketing, and Communication

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.	Build a unified and inspirational brand promoting local, regional, and national recognition for all entities of the University	Determine the current level of brand awareness and recognition among internal and external constituents and utilize that information to identify opportunities for improved branding	University Communications has engaged SimpsonScarborough, a nationally recognized higher education branding and market research firm, to conduct market research on our current level of brand awareness and recognition among both internal and external audiences.	N/A	There is a brand advisory group that includes representation from ODU Global; University Advancement; Student Engagement and Enrollment Services; Academic Affairs; and Diversity, Equity and Inclusion.	The research will continue over Summer 2023.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
1.b.		Identify a single, universal, overarching logo/mark to be utilized on all University communications and replace all forerunners	University Communications is actively working with departments who are using non-standard logos to provide them with guidance and approved logos and marks.	Since February 2023 alone, more than a dozen new logos or marks have been created by departments across the University.	N/A	Training needs to be provided to the campus community on the appropriate use of University logos.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
1.c.		Develop University brand standards, including an updated visual identity, and provide campus-wide training and resources to support proper usage	As part of the engagement with SimpsonScarborough, brand standards and visual identity will be updated. Training on various branding topics will be rolled out in Fall 2023.	N/A	N/A	University Communications will continue to work with SimpsonScarborough and finalize the training plan for Fall 2023.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
1.d.		Launch a faculty/administrator expert campaign to place University voices and research in national and large metro media outlets	A new Director of News and Media Relations has been hired. This individual is working on media training for faculty and administrators that will roll out in the fall.	N/A	N/A	Training will be rolled out in Fall 2023 for faculty and administrators.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
2.a.	Build infrastructure to optimize print, social media, and web engagement	Provide tools and resources to boost brand awareness, enhance targeting, and maximize content marketing about academic programs, student and alumni success stories, and Monarch life	Work on this is in its infancy. As we continue to staff up, this will evolve.	Hiring and onboarding is still needed for employees to work on this in a comprehensive and effective way.	N/A	All hiring and onboarding needs to be completed.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
2.b.		Create a digital workflow for story submission, usage, tracking, and assessment	A new digital form has been launched for collecting story submissions.	There is a lack of knowledge and resources for tracking and assessment.	N/A	There needs to be work toward developing skill sets in data analysis, so that efforts can be more effectively assessed.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
2.c.		Enhance the Digital Monarchs initiative to share Monarch stories more broadly	Digital Monarchs were reinvigorated this spring and used extensively for social media outreach.	N/A	N/A	The Digital Monarchs program will continue to be advanced.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
2.d.		Determine proper budget level, finalize organizational structure, refine processes, and fully staff University Communications based on institutional scope and size	The organizational structure for University Communications has been established. Processes are in progress, and hiring of appropriate staff is underway.	This is a challenging hiring environment for marketing professionals. As such, there have been several failed and relaunched searches.	Vice President for Human Resources, Diversity, Equity, and Inclusion September Sanderlin	Continue to hire and continue to mature the processes of the department.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt

Spring 2023 Strategic Plan Progress Report: Branding, Marketing, and Communication

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
3.a.	Provide training to students, faculty, and staff on branding, marketing, and communication objectives, goals, standards, practices, metrics, and policies, as well as current best practices and emerging trends	Expand knowledge of brand, audiences, messaging, and usage of assets among internal and external constituents	A two-hour workshop was held on integrated marketing communications planning for campus communicators. More than 50 individuals attended.	N/A	N/A	Continue to offer workshops and trainings to the campus community.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
			In FY23, University Libraries continued to improve the effectiveness of its use of social media. Department of Engagement effectively harvested content from throughout the Libraries and coordinated distribution through social media, print, and online communications. Special Collections and University Archives also made particularly effective use of social media platforms to publicize and promote their collections.	Creating engaging content is labor-intensive; University lacks centralized platforms facilitating user engagement, leaving individual units to "do it alone."	University Communications	Acquire content creation and distribution tools needed to move Libraries engagement effort forward.	Investment in procuring content creation and distribution tools	Dean of Libraries Timothy Hackman
3.b.		Develop and require comprehensive training to ensure that marketing and communications efforts are aligned across all divisions of the University and are included with the onboarding of new staff and student communicators	Human Resources/Diversity, Equity, and Inclusion partnered with University Communications on messaging in support of important initiatives.	N/A	Vice President for University Communications and Chief Marketing Officer	Continued partnership on change management, inclusive excellence certificate, recruitment and retention strategies.	N/A	Vice President for Human Resources, Diversity, Equity, and Inclusion September Sanderlin
			No progress has been made toward required training.	N/A	N/A	N/A	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
4.a.	Better integrate the physical campus in branding, marketing, and communication efforts through campus beautification endeavors by emphasizing projects that maximize the University's brand identity, create a sense of place, promote wellbeing, foster a diverse community, and promote a unified look that engages students, faculty, staff, and guests	Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors	Administration and Finance, under the direct work of Facilities, is working on a comprehensive and up-to-date signage plan for the entire campus. Additionally, a gateway project is underway to bring more accessibility, visibility, and prominence to campus entrances. Once these projects are complete, the focus will shift to building entrances, both interior and exterior.	N/A	N/A	N/A	N/A	Vice President for Administration and Finance and Chief Financial Officer Chad A. Reed
4.b.		Enhance campus aesthetics and safety with lighting and projections	In FY23, the University Libraries hosted several student art exhibits in the gallery space located on the west side of Perry Library's first floor. These exhibits included student works displayed as part of the annual Undergraduate Research Symposium hosted by the Honors College and Perry Library, and works produced by students in the Fashion Merchandising and Studio Art programs.	N/A	Honors College and Art Department	Continue effectively soliciting student art to be exhibited in the gallery space within Perry Library	Possible expansion lighting and fixtures to exhibit art in the gallery space	Dean of Libraries Timothy Hackman
			In FY23, University Libraries began a multi-year effort to upgrade the physical environment in Perry Library, in order to make it more welcoming and inviting. These efforts are being funded with Libraries endowment funds. Accomplishments so far include replacing carpeting and repainting the 3rd floor atrium and Special Collections and University Archives Reading Room. Carpet replacement, repainting, installation of new shelving, and other upgrades will transform Perry Library first floor east into the home of the Naro Video Collection in Fall 2024.	Funding to improve the physical environment is coming from the Libraries budget, so efforts must be sustained and gradual over many years.	Facilities Management and Information Technology Services	Sustain funding to continue accomplishing gradual improvements in spaces throughout Perry Library	Cost of ongoing improvements on 3rd floor of Perry Library are estimated to be $70,000. Cost to create the Naro Video Collection space within Perry Library is estimated to be $175,000.	Dean of Libraries Timothy Hackman
4.c.		Install public art across campus utilizing artifacts from the permanent collection and projects completed by faculty, students, and visiting artists, dovetailing with improvements in landscaping and greenspaces	The following has occurred: developed comprehensive public art framework plan in collaboration with VIA Architects; created a public arts fund account with the Educational Foundation; reinstalled and refurbished Vollis Simpson whirligig at the intersection of 45th Street and Monarch Way; installed large-scale Kim McCoy sculpture in Perry Library Learning Commons; planned for a second whirligig installation (also from the permanent collection) outdoors above a campus pond; identified locations outside Gordon Art Galleries, the new Biological Sciences Building, and new retail/residential complex at 42nd Street and Hampton Boulevard for public art. Please note that Administration and Finance will continue to assess existing landscaping and greenspace element features for opportunities that dovetail with ongoing improvement projects.	Financial resources related to acquisition, installation, and maintenance of artworks.	VIA Architects, Arts@ODU/College of Arts and Letters; Barry Art Museum; and Administration and Finance	Discuss collaborative RFP and cost-share with City of Norfolk and identify matching funds from University. Request new public art endowment to allow for acquisition, installation, and maintenance of future works throughout campus.	New public art endowment	Executive Director for the Arts Cullen Strawn, Ph.D.
			Throughout FY23, Perry Library hosted public art installation "Patterns of Love" by ODU alumna and current EVMS art therapy program student Kim McCoy. The Libraries worked with McCoy to promote the installation through University communications, Libraries social media platforms, and in-person programming.	There were some physical challenges related to installation of large piece, but the overall project went smoothly.	Arts@ODU/College of Arts and Letters; Art Department; Facilities Management; and Information Technology Services	Sustain momentum by identifying new public art for installation in University Libraries	Investment in this area primarily takes the form of employee time spent building relationships	Dean of Libraries Timothy Hackman
4.d.		Identify arts spaces in the regional community that could be co-branded for University-sponsored performances	A small committee met to discuss possible venues, especially spotlighting opportunities opened up by the rebranding of the Health Center near downtown Norfolk, including TCC Roper Performing Arts Center; Attucks Theatre; Harrison Opera House; Perry Pavilion; and Kaufman Theater at the Chrysler Museum of Art	Developing schedules and fee structures that align with the University's academic calendar.	Seven Venues and other groups TBD	Open discussion with Seven Venues	TBD	Executive Director for the Arts Cullen Strawn, Ph.D.

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	Vice President for Human Resources, Diversity, Equity, and Inclusion September Sanderlin
			Progress includes requesting rhat 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.

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
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 undertaken 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

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
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	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-Northampton 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. 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. K. Dini, K. Leslie, and S. Kirkland monitoring CHIPS act opportunities as they are formalized.	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	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. K. Leslie is currently supporting 757 Collab's Build 2 Scale (B2S) grant submission to EDA with ODU as partner. 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).	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	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 . K. Leslie is collaborating with Virginia Bio to embed VIPC-funded industry mentors at public higher education institutions (including ODU). 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. 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.	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	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 S. Kirkland is evaluating CRM software as tool to better align internal resources and strengths with external opportunities K. Leslie is coordinating with and including relevant faculty on NSF TIP grant proposals K. Leslie is working with ODURF to streamline web presence and resources for faculty, staff, and potential industry partners	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.

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
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

Spring 2023 Strategic Plan Progress Report: Philanthropic Giving and Alumni Engagement

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.	Create a more robust infrastructure for advancement-related activities and operations	Increase engagement in and support for development initiatives, especially among alumni	Revisions to ODU Alumni Association bylaws were made to reduce obstacles to forming alumni chapters, as well as changing to a tiered budget structure for supporting chapters and clubs. This was designed to streamline the process and provide ease for chapter formation. As a result, five new chapters were presented to the ODUAA Board for approval. The new chapters include: PRSSA Alumni Chapter; the Puget Sound Chapter; the Greater Los Angeles Chapter; the Alpha Phi Alpha Chapter; and the Latinos Alumni Chapter.	A plan needs to be developed and addressed for long-term staffing and budgetary needs as the number of chapters continues to increase over the next five years.	The entire campus community and affiliated organizations	The next step is to analyze current alumni programs to determine effectiveness.	N/A	Vice President for University Advancement Alonzo Brandon
			As a strategic goal for 2023, the School of Nursing has prioritized alumni development goals with ODU's Alumni Office. We have identified resources to support our goals (e.g. alumni database detailed information and mailing lists) and have developed a 6-month plan to meet our goals of engaging 100 new alumni. We have developed a survey that will be mailed this summer to collect current data from alumni, which will increase the effectiveness of future engagement strategies. We are working with the Alumni Office to determine best processes for survey dissemination and data collection. We are currently forming our Alumni Advisory Council bylaws with hopes of scheduling our first meeting by the end of 2023.	It is estimated that the School of Nursing has thousands of alumni who have not been cultivated. Therefore, it is challenging to contact them for engagement. An insufficient number of faculty also make it difficult to inspire them to play a role in alumni engagement and development although their participation is essential.	Alumni Relations team members and an outside consultant	The next step is to disseminate survey to alumni and prepare aggregate data/present findings to faculty and staff and other key stakeholders.	Funds are set aside for outside consultant.	Dean of the School of Nursing Suzanne Wright, Ph.D.
1.b.		Upgrade alumni/donor database software to increase effectiveness	With financial support from the Old Dominion University Educational Foundation, University Advancement engaged in a contract with Blackbaud to convert from a 25-year-old Millennium CRM to Razor's Edge. The installation, training, and launch of the new CRM was completed in March 2023.	N/A	Internal collaboration with various advancement units	The next step will be centered around generating new customized reports and testing the validity of those reports. Additionally, there is a need to test the compatibility of other software packages to Razor's Edge. This will include packages tied to athletic seating and season ticket information.	Investments were made with Foundation funds.	Vice President for University Advancement Alonzo Brandon
2.a.	Build a sustainable culture of philanthropy across the University	Generate a sense of ownership and responsibility among campus constituents for philanthropy and alumni engagement, including support of University operating procedures and constituent training	The Assistant Vice President of Advancement Operations has been selected to lead the efforts around this strategy. Meetings have been set with the Deans and department chairs/school directors to discuss the Capital Campaign and how they play a role in its success. Additionally, a series of meetings have taken place between the Annual Fund staff and the Associate Dean of Students regarding student engagement and philanthropy.	N/A	The entire campus community	The next step is to set-up a cross-functional committee with the charge of developing a comprehensive plan, as well as determine costs associated with programming related to the strategy.	N/A	Vice President for University Advancement Alonzo Brandon
2.b.		Increase lines of communication with all campus constituents regarding institutional needs, accomplishments, and engagement	We are in the early stages of developing a newsletter centered around philanthropy, which is scheduled for distribution in late Fall 2023. Additionally, with financial support from the Old Dominion University Educational Foundation, we have redesigned our advancement website to better communicate the University's needs and promote gifts to the University.	N/A	University Communications	The next step is to develop an editorial committee and determine schedule of meetings.	Funding support from the Educational Foundation is being utilized to redesign and launch a new website.	Vice President for University Advancement Alonzo Brandon
2.c.		Assess and enhance donor recognition efforts	No new assessments have been made. Once the ODU/EVMS merger is complete, a joint committee will be formed to assess and enhance donor recognition efforts.	N/A	Administration and Finance; University Communications; and Office of the President	The next step is to tour both ODU and EVMS in order to assess past examples of donor recognition through interior and exterior signage. Once complete, findings will be shared with Administration and Finance and University Communications for continued work with the Office of the President.	N/A	Vice President for University Advancement Alonzo Brandon
3.a.	Expand the University's alumni reach to foster pride and engagement	Promote and engage alumni through the prominent display of their accomplishments and their participation	Alumni Relations recently established a 40 under 40 recognition program to promote young alumni who demonstrate high potential for continued success. Additionally, the Associate Vice President for Alumni Relations and the vVce President for University Advancement visited several peer institutions to benchmark programming centered around promoting and displaying prominent alumni.	N/A	Administration and Finance	The next step is to establish a series of programs and events targeting the 40 under 40 classes. Additionally, discussions are being held regarding signage to promote distinguished alumni.	N/A	Vice President for University Advancement Alonzo Brandon
			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.	Approximately $20,000 from Libraries funds were used to pay for this project.	Dean of Libraries Timothy Hackman
3.b.		Increase the number of alumni chapters and clubs	Revisions to ODU Alumni Association bylaws were made to reduce obstacles to forming alumni chapters, as well as changing to a tiered budget structure for supporting chapters and clubs. This was designed to streamline the process and provide ease for chapter formation. As a result, five new chapters were presented to the ODUAA board for approval. The new chapters include: PRSSA Alumni Chapter; the Puget Sound Chapter; the Greater Los Angeles Chapter; the Alpha Phi Alpha Chapter; and the Latinos Alumni Chapter.	N/A	N/A	The next step is to focus on chapter formations in New York, Philadelphia, South Florida, and Raleigh Durham.	$50,000 of strategic funding to support the maintenance and formation of new chapters.	Vice President for University Advancement Alonzo Brandon

Spring 2023 Strategic Plan Progress Report: Philanthropic Giving and Alumni Engagement

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
4.a.	Increase overall annual support	Communicate the University's regional and global economic impact and why it is a good investment for donors	With funding support from the Old Dominion University Educational Foundation, University Advancement engaged FTI Consulting to perform an economic impact study, which was completed in January 2023.	N/A	University Communications	The report has been sent to University Communications in order to assist in developing a strategy to promote the University's economic impact. Additionally, University Advancement is working with Studio Center and University Communications to develop a video promoting the University's economic impact.	$35,000 from our strategic allocation will go towards the creation of the video.	Vice President for University Advancement Alonzo Brandon
4.b.		Increase alumni participation by expanding direct mail, social media, and online marketing	A plan for additional solicitation mailings targeting non-donor alumni has been implemented. Additionally, one of the Annual Fund staff has been tasked with increasing the social media reach for alumni and donors. Also, EAB Advancement Marketing Services will be utilized to develop and implement a comprehensive mail and online marketing solicitation plan for non-donor alumni.	N/A	Internal collaboration with various advancement units	The next step is to complete the contract with EAB Advancement Marketing Services and also develop a comprehensive plan for external solicitations.	Campaign funding will be reinvested in project with EAB Advancement Marketing Services.	Vice President for University Advancement Alonzo Brandon
4.c.		Increase targeted financial assistance for international students, parent programs, and athletics with a goal of expanding alumni solicitation reach	N/A	N/A	N/A	The next step is to conduct research on international alumni and identify potential prospects and hold a series of meetings with SEES to discuss how to handle parents programs.	N/A	Vice President for University Advancement Alonzo Brandon
4.d.		Increase giving among high-net-worth households	A mailing, including a capital campaign brochure, is being sent this summer to 1,000 high-net-alumni households in order to highlight recent ODU successes and explain the need for campaign support. Also, using Gravyty software, University Advancement staff will begin outreach to previously uncontacted high-net-worth alumni households.	N/A	Internal collaboration with various advancement units	The next step is develop a baseline for tracking the success of the targeted mailings, and to continue the mailings over a three-year term.	Campaign funding was invested in mailing and Gravyty product.	Vice President for University Advancement Alonzo Brandon
4.e.		Develop a robust parent program that includes philanthropy	Discussions between University Advancement and Student Engagement and Enrollment Services have begun around the topic of parent programming, both development and execution.	N/A	Student Engagement and Enrollment Services	The next step is to evaluate current parents program then set goals moving forward.	N/A	Vice President for University Advancement Alonzo Brandon
5.a.	Launch and complete a comprehensive capital campaign	Implement and complete a multi-million dollar capital campaign	Old Dominion University's capital campaign, "Forward Focused for Dreams and Beyond." was officially launched on October 20, 2022. To date, approximately $300 million has been raised.	The only major challenges are tied to economic policies and the world markets.	The entire campus community	The most immediate step is to create a series of promotional videos to support specific campaign initiatives. In addition, incorporate an annual direct mail campaign targeted to high income prospects. Lastly and most importantly, to develop a campaign plan/strategy that incorporates the Eastern Virginia Health Science Center in conjunction with the EVMS advancement staff.	We will be making new investments for the creation of the campaign support videos, for upgrades to our Day of Giving and for creation of targeted direct mail solicitations.	Vice President for University Advancement Alonzo Brandon
5.b.		Lay groundwork for the University's centennial observance	Members of the University Advancement team have held several meetings with the University Archivist to identify key former ODU administrators to capture oral histories. Interviewees of interest include Former President Koch, Kay Kemper, and Cecelia Tucker. Additionally, meetings have been set-up with companies like StoryCorps and WHRO to assist in developing an initial plan for an oral storytelling project.	N/A	Office of the President	The next steps would include the continuation of discussions around the initial oral history project. This would include completion of a plan with a budget within the next six months. We also plan to research and benchmark what other institutions have done for their centennial celebrations, as well as, the formation of a committee consisting of key stakeholders.	No new investments are anticipated for year one and two. However, funding will be needed for 2025 and beyond	Vice President for University Advancement Alonzo Brandon

Spring 2023 Strategic Plan Progress Report: Research Growth

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.	Achieve national prominence in targeted emerging research areas in a manner that creates movement to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging existing areas of strength	Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions	The target is 208 from a baseline of 148. The most recent count was 194, or 93% of goal.	N/A	Deans and research center directors	Next steps include re-programming existing funding where feasible to create and fill research professor and research scientist positions (e.g. HRBRC restructuring).	Growth in this area primarily will be grant funded.	Senior Associate Vice President for Research John Nunnery, Ed.D.
1.b.		Increase research expenditures by recruiting senior funded teaching and research faculty and providing additional support for existing faculty to expand their research programs	Final FY 2023 numbers will not be available until January 2024. Preliminary projections suggest an increase of 4% from $65 million to $67.6 million, or 87% of goal. A senior data science research faculty member and directors for the School of Data Science and School of Cybersecurity have been recruited.	Existing salary structures and limited funds for start-up and endowed faculty positions make it difficult to compete for well-funded senior faculty.	Academic Affairs; Research Foundation; and research center directors	N/A	Matching funds, start-up packages, and spousal accommodation hires when appropriate	Senior Associate Vice President for Research John Nunnery, Ed.D.
1.c.		Increase the number of doctorate degrees awarded by increasing the number of E&G funded graduate teaching assistantships (GTAs) and grant funded graduate research assistantships (GRAs)	There was a 4% decrease (142 from 150) from baseline through the 2022-2023 academic year.	The pipeline for doctoral students is four to six years on average, which means that most meaningful interventions will take multiple years to bear fruit. The process for establishing new doctoral tracks or programs can take two to three years.	Provost, deans, Graduate School, Research Foundation, and research center directors	Next steps include locating funding to increase the number of assistantships in order to admit a larger number of doctoral candidates.	N/A	Senior Associate Vice President for Research John Nunnery, Ed.D.
			The Graduate School has initiated conversations with the Provost and Vice President for Academic Affairs; the Vice President for Research; and the Vice President for Administration and Finance about expanding the E&G budget for GTA support and encouraging faculty researchers to build additional GRA support into sponsored grant proposals.	Identifying additional resources for new GTA lines and accompanying tuition waivers. Increasing faculty sponsored grant activity, particularly those involving GRA support.	Research; Administration and Finance; and colleges	Next steps include building consensus for graduate student support budget increase among the various areas and charting a clear path forward.	New investments include approximately 12 GTA lines ($300,000) and tuition waivers ($360,000).	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
1.d.		Add new doctoral tracks in humanities and social science	The College of Arts and Letters has begun developing proposals for a Ph.D. in Digital Communications (humanities) and concentration in emergency and disaster governance under the existing Ph.D. in International Studies (social science). Changes in the Carnegie evaluation metric for Ph.D.'s awarded to be unveiled in Fall 2023 may require an adjustment to this strategy.	Support will need to be garnered fir SCHEV approval for the new Ph.D. degree within a reasonable timeline by identifying new sources of assistantship and faculty funding.	Research; Administration and Finance; and College of Arts and Letters	Next steps include refining proposal narratives, but waiting until new Carnegie guidelines are released to gather supporting data, as well as investigating potential GRA support for new IS concentration on sponsored contracts managed by VMASC.	New investments include approximately 12 GTA lines ($300,000); tuition waivers ($360,000); and two new faculty lines ($240,000).	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
2.a.	Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating a robust research enterprise	Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels	The Research Foundation created and filled a data analytics position in Spring of 2023. The Research Foundation is aiming to have a Wiki content management tool implemented in Fall 2023 that will enable an easy and effective way to create and organize information collaboratively, thereby making it easier for users, including ODU constituents to access information and identify any workflow bottlenecks.	The potential delay in the availability of strategic investment funds would extend the timeline for full implementation.	Research Foundation and faculty investigators	In Fall 2023, a faculty advisory committee will be established. In Spring 2024, the Research Foundation aims to integrate and pilot a ticketing management system to triage, track, and assign incoming sponsored program administrative and IP management requests and issues from various sources.	The Research Foundation invested in a new Data Analytics/Business Intelligence position.	Senior Associate Vice President for Research John Nunnery, Ed.D.
2.b.		Establish an administrative care team" responsible for responding to and solving those problems by facilitating responses across all levels of the institution"	Planning began in Spring 2023 with development of coordinating function duties (to be assigned to a position TBD); proposed advisory/oversight structure; and initiation of development of data analytics and business intelligence functionality to support this strategy.	A delay in the availability of planned strategic investments may extend full implementation timeline.	Research Foundation, associate deans for research; research center directors; and faculty investigators	Next steps are to establish a faculty oversight/advisory committee.	The coordinating function is intended to be bundled with other functions in a new position. This will require new investments that were originally envisioned to come from new strategic investments.	Senior Associate Vice President for Research John Nunnery, Ed.D.
3.a.	Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure	Establish an institutional faculty research committee to provide ongoing input to improve research processes, including developing a business plan and annual financial commitment for maintaining and enhancing research infrastructure	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	Senior Associate Vice President for Research John Nunnery, Ed.D.
			There has been ongoing development of a proposal for a Ph.D. in Nursing Science. Curriculum has been developed and incorporates current courses already available at EVMS. Ph.D. program has faculty support.	There is currently a shortage of qualified faculty. Currently, there are four faculty members on the tenure track, who will be instrumental in growing the Ph.D. in Nursing Science program.	Faculty and Institutional Effectiveness and Assessment	Next steps are to meet with faculty for further input and evaluation of proposed curriculum, as well as engagement with Institutional Effectiveness and Assessment to determine program feasibility and SCHEV requirements.	More qualified faculty are needed.	Interim Dean of the School of Nursing Suzanne Wright, Ph.D.
			To improve research processes, the Libraries have taken the lead in working with the Office of Research, Research Foundation, ITS, and Academic Affairs to establish our membership with ORCID (an organization offering persistent identifiers for researchers) and provide workshops and consultation for faculty to establish and maintain their ORCID ID, which has become a requirement for federally-funded research and many journal publishers.	A permanent funding source needs to be secured for continuing ORCID membership beyond the first year, which was paid for by Office of Research.	Research; Research Foundation; ITS; and Academic Affairs	This summer, work is being done on the technical aspects of ORCID interoperability with other systems (eg. Digital Measures, SciNcv), so that documentation and training plans can be prepared to assist faculty with ORCID in the Fall.	Annual contract fee for ORCID	Dean of University Libraries Timothy Hackman
			To enhance the research infrastructure, the Libraries have been partnering with campus stakeholders on data management issues related to the growing number of data management and preservation requirements for federally-funded research. We have a leadership role in the campus Research and Scholarly Data Governance Committee and have provided training on creating data management plans. In February 2023, two workshops were hosted for ODU and EVMS staff and researchers on the new data and sharing requirements for NIH grants. A Research Data Management (RDM) Librarian position and a part-time RDM Specialist position have been requested until a full-time librarian can be hired.	N/A	Research; Research Foundation; ITS; and Academic Affairs	Next steps include meeting with campus partners to plan for more education and training about the evolving requirements of federal and other funders for management and public sharing of research data; keeping up with developments based on the White House (or, Nelson) Memo stating that by December 31, 2025 all federally-funded publications and supporting data be openly available without an embargo; and providing training opportunities beginning in the Fall.	N/A	Dean of University Libraries Timothy Hackman
3.b.		Establish pathways for winning nationally competitive Centers of Excellence (COE) awards by incentivizing faculty collaborations across colleges through internal funding opportunities and infrastructure enhancements that will build performance history for future COE competitions	Three Center of Excellence proposals were submitted in Spring 2023. Research Foundation is conducting an analysis of prior proposals to establish baseline (COE proposals conventionally are not universally, systematically identified as such).	Temporary reduced bandwidth for opportunity identification and team-building due to reallocation of research development staff to EVMS ILT and functional team responsibilities.	Research Foundation, Associate Deans for Research, Center Directors, Faculty Investigators	N/A	N/A	Senior Associate Vice President for Research John Nunnery, Ed.D.

Spring 2023 Strategic Plan Progress Report: Research Growth

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
4.a.		Establish competitive, creative seed funding to empower scholarship that mentors and rewards arts and humanities faculty in collaboration with strategic initiatives in sciences, engineering, and health.	An offer has been made to hire a full-time Arts and Humanities research and scholarship coordinator. Sustained funding has been identified and allocated to initiate seed funding program.	There is a need to leverage engagement of faculty outside Arts and Humanities disciplines without diluting resources to sponsor Arts and Humanities faculty effort on seed projects.	College of Arts and Letters and Research Foundation	Next steps include the engagement and work of a planning committee to devise a roll-out plan for review/approval with the roll-out competition in the Fall of 2023 and projects beginning in 2024.	The Office of Research is committing start-up/design funds of $10,000 and $50,000 per year from an endowment fund.	Senior Associate Vice President for Research John Nunnery, Ed.D.
4.b.	Reconceptualize the arts and humanities as crosscutting and integral to all disciplines by connecting scholarship in the arts and humanities with scholarship in science, engineering, health sciences, and other fields	Work toward establishing ODU as a comprehensive center for the arts in Hampton Roads that is world-class and includes funds for guest performing artists, faculty in residence, mixed arts showcases, and faculty and student travel to elite performance and exhibition venues	The Diehn Concert Series, Annual Literary Festival, Baron and Ellin Gordon Art Galleries, Barry Art Museum, Goode Theatre, Brock Commons, University Theatre, and Chandler Recital Hall presented 166 FY23 Arts@ODU public offerings comprised of the following: 68 performances; 23 exhibitions; 17 lectures; 15 workshops; 15 receptions; 14 screenings; 11 readings and three festivals Consultants have been engaged to work with the College of Arts and Letters and the Batten College of Engineering and Technology to assess space needs and propose a new building that would house a performing arts venue, innovative engineering spaces, and collaborative multi-purpose areas.	As an R1 institution aiming for a comprehensive, world-class center for the arts, the University needs additional investment in arts administrative infrastructure and funding to include: full-time and part-time professionals along with dedicated spendable income. Funding, design, and physical location for the new collaborative building will need to be identified.	The College of Arts and Letters, Arts@ODU, and the Graduate School regularly collaborate with numerous departments and programs across and outside the University and continue forging new relationships to expand offerings and benefit participants. For the new building the College of Arts and Letters, Arts@ODU, the Batten College of Engineering and Technology, Facilities Management and Construction, RRMM Architects, Pelli Clarke and Partners, Theatre Project Consultants, Kirkegaard Acoustical Consultants are working together.	Next steps include continuing to develop creative, strategically partner on programming, incorporate any new seed funding and new or reallocated positions and spaces within the University. Also, it will be important to continue preparations and fundraising efforts to send the ODU Choir to perform at Carnegie Hall in March 2024. There will be continued work with architectural consultants to produce a building proposal.	The investment strategy will continue to utilize existing gift accounts, base funding, earned revenue, and staffing lines to support ongoing and future arts programming, while also identifying funding for new building.	Executive Director for the Arts Cullen Strawn, Ph.D.

Spring 2023 Strategic Plan Progress Report: Strategic Enrollment Growth

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.	Grow targeted, high-demand programs to attract traditional undergraduate, online, transfer, military, international, and graduate students	Identify new and review existing programs through assessment of employment outlook; create and/or scale enrollment for specific populations based on corporate input and demand	The School of Nursing has increased enrollment in Nurse Anesthesia (+6); Psychiatric Mental Health Nurse Practitioner program (+8); pre-licensure baccalaureate nursing program (+8); and in a combination of other graduate and certificate programs (+6).	Faculty and staff shortages	Community partners to establish a wider range of clinical placement sites and program directors of advanced practice specialty nursing tracks	There are ongoing discussions with faculty, alumni, and clinical partners to evaluate workforce needs and establish growth goals for the 2024-25 academic year. With Digital Learning, strategies are being created to increase enrollment in the online RN-BSN program. Other work includes: track enrollment trends across all programs; meet with community college leaders to explore approaches to increasing enrollment in RN-BSN and Concurrent baccalaureate programs; and set-up framework for evaluation of newly implemented admissions processes and outcomes.	N/A	Interim Dean of the School of Nursing Suzanne Wright, Ph.D.
1.b.		Support non-traditional learning and awarding of credits to attract returning adults, active-duty military and veterans, students pursuing professional graduate degrees, and international students, especially for business-to-business partnerships and workforce development	To offer value and flexibility for non-traditional students, Continuing Education created a credit pathway for non-credit cybersecurity certificate students to earn 6 graduate credits in the MS Cybersecurity program. Credit-bearing certification courses were expanded, particularly with AWS content, aiming for independent certification and integration into technology degrees. Prior Assessment provides academic credit to students with existing certifications. A nationally recognized Hootsuite certification was recently added to CPD 417, replacing a non-recognized class in the Professional Leadership certificate program. This allows non-traditional students to apply to ODU solely for the certificate, which can be stacked into the IDS Leadership major. DDL is establishing military academic pathways to leverage valuable experience for useful academic credit, where appropriate. Also, there has been extensive discussions with faculty. The OTS Training Specialist and Industrial Technology, Leadership, and Communications have resulted in clear plans ready to implement. DDL established a CET transfer pathway with Delaware Technical College in June 2023.	N/A	Digital Learning internal units and colleges	A next round of discussions about military pathways to investigate will occur with Cybersecurity, Mechanical Engineering Technology, Computer Science and Computer Engineering, and Health Services Administration. New out-of-state transfer pathways that DDL will explore will focus on the Dental Hygiene post-licensure program.	N/A	Vice President for Digital Learning Nina Rodriguez Gonser
1.c.		Develop high-demand stackable certificates to attract enrollment and incentivize completion of master's degrees	The Graduate School and Continuing Education have met and 1) devised a rubric for evaluating certificate/degree curricular overlaps and 2) undertaken a preliminary review of existing graduate certificates.	Some degree curricula may require adjusting in order to permit easier certificate stacking.	Graduate School; Continuing Education; and colleges	The Graduate School will contact relevant academic colleges/departments to move forward with those certificates that can be prioritized for stacking.	N/A	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
1.d.		Expand linked programs (3+2, 3+3, 4+1, etc.), including post-baccalaureate certificates and master's degrees	The Graduate School surveyed the academic colleges in summer 2023 to determine an approximate baseline of students currently enrolled in linked programs. The Graduate Administrators Council has approved a revision to the linked programs policy in the Graduate Catalog to allow for the double counting of up to 12 undergraduate and graduate credits, thereby saving students time and money in pursuit of their advanced degrees.	Some students are unable to afford the graduate tuition charged for the 12 hours applied to their undergraduate majors.	Colleges; Perry Honors College; Student Engagement and Enrollment Services; Academic Affairs; Administration and Finance; and University Communications	The Graduate School will work with the Faculty Senate to ensure passage of the linked programs policy revision in Fall 2023; Administration and Finance to create a more favorable tuition structure; and University Communications to craft a linked programs marketing campaign. When feasible, work with academic colleges/schools/departments to reduce total credit hours in advanced degrees.	Costs associated with implementing tuition leveling and developing a marketing campaign are to be determined.	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
1.e.		Offer rolling start times and shorter "semesters" for targeted programs and populations	DDL has identified opportunities for online programs to offer accelerated options. We are currently redesigning a couple of courses in an accelerated format (1-2 for the Cyber Bridge program and one for the Training Specialist program with the military pathway). We have developed internal trainings and guidelines to assist faculty and instructional designers, who are working on developing courses in an accelerated format. DDL is working closely with two programs with an initial accelerated program plan.	Review of existing accelerated courses indicated that some were not developed appropriately for accelerated delivery. Issues relating to scheduling of required courses that are outside of the accelerated program have come to light and will need to be addressed.	Academic departments and program directors	The DDL Vice President and Provost will ensure support of deans involved with accelerated courses and programs. DDL will work closely with identified programs to establish and finalize plans for accelerated program development. This will include development agreements and scheduling plans.	N/A	Vice President for Digital Learning Nina Rodriguez Gonser
2.a.	Grow fully online enrollment	Implement recommendations from recent comprehensive studies and reviews	In July 2022, the unit became the Division of Digital Learning, or DDL (an Online Task Force recommendation), and since then, has addressed nearly all actionable items noted in recent studies/reviews of the function. After careful review, the new DDL Vice President reorganized into four areas to better align and support the University's goal of doubling online enrollment and rebranded as ODUGlobal. DDL leveraged existing expertise in creating the Research Institute of Digital Innovation in Learning to conduct research, as well as inform online teaching, learning, and support for both ODU faculty and other institutions. The online course development process has been redesigned to ensure quality and improve efficiencies. Course templates for Canvas have been developed and made available to faculty to help provide consistent student experiences. DDL engaged external market analysts to assess competitive advantages. In July 2023, Continuing Education became part of DDL to better unify the non-credit credentials to credit program opportunities.	N/A	Human Resources; University Communication; Academic Affairs; ITS; Continuing Education; colleges; and faculty	DDL continues to review recent studies/reviews. Research from RIDIL, QM, and other best practices, as well as input from faculty, will continue to inform professional development opportunities and trainings offered to those in the online space. DDL will explore technology, including AI and XR, and leverage it strengthen the online environment. Collaborating to unify systems and improve student success, DDL will implement a revenue sharing model in the Fall and continue to explore business model opportunities, including tuition differentials.	Salesforce, personnel, faculty developer compensation	Vice President for Digital Learning Nina Rodriguez Gonser
2.b.		Automate the transcript management and evaluation processes to enhance efficiency and response time for students	ODU contracted with Hyland to better manage the processes related to incoming transcripts for applications. Testing of both high school and college transcripts has been completed. In May, testing began with continued work with the vendor to address issues and enhance the solution. During testing, DDL worked with ITS and Admissions to test data integrations and ensure accurate transmission of data and documents to Salesforce and Banner. As of mid-July, the testing phase of the project was wrapping up followed by a one month go-live project phase.	Missing functionality for standardized test scores and the resulting change order from ITS to Hyland has delayed the initial timeline.	Student Engagement and Enrollment Services and Administration and Finance	Once the solution is ready for production, it will go live in a phased approach to facilitate a smooth transition to the new business processes.	N/A	Vice President for Digital Learning Nina Rodriguez Gonser

Spring 2023 Strategic Plan Progress Report: Strategic Enrollment Growth

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
3.a.		Increase graduate student support through larger stipends with built in cost-of-living increases; examine tuition waiver structure; and promote inclusion of GRAs and undergraduate funding in external grants	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.	Approximately $600,000 will be required to raise summer minimum stipends to $5,000 for master's students and $6,600 for doctoral students. At least $400,000 will be required annually in the E&G budget for stipends to keep pace with cost of living.	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
3.b.	Enhance access and affordability to attract and retain students, while promoting affordability and completion by all student levels and modalities	Identify sources to increase targeted financial assistance for international students	This item is under development.	Funding	N/A	N/A	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
3.c.		Identify and implement the best tuition models that promote both affordability and timely degree completion	Researching opportunities for consultant services to conduct a tuition strategy assessment. The Division of Student Engagement and Enrollment Services is supporting progress by also realigning their grant aid to meet a higher percentage of need.	A primary challenge for all efforts remains the limited availability of funding to support student needs.	Student Engagement and Enrollment Services and Academic Affairs	Begin tuition strategy assessment to identify alternative tuition structures, build a baseline Excel model that articulates the net tuition revenue generated by ODU's current approach, model the future impact of alternative approaches, and conduct targeted peer benchmarking. Also, SEES will continue reviewing aid sources, base budgets, and expenditures to develop a financial plan.	Acquire consultant services to conduct a tuition strategy assessment	Vice President for Administration and Finance and Chief Financial Officer Chad A. Reed
3.c.			The cost of course materials has proven to be an influence on student retention. Faculty adoption of open educational resources (OER) and affordable course content (ACC) are one of the ways to reduce the cost burden on students and make them feel that the University cares. The Libraries have been a campus leader in education and advocacy for open educational resources. We maintain a guide for finding, evaluating, and creating open educational resources and have a leadership role on the campus OER Committee. We provide Open Textbook Workshops and encourage faculty to participate in grants offered by the Virtual Library of Virginia (VIVA) to create, adopt, or adapt OER. VIVA also conducted a survey of students from Virginia colleges and universities, including ODU, which indicated the impact of course material costs on students.	Faculty are interested in reducing costs for their students, but creating open textbooks is a time commitment that does not seem to be rewarded in P/T decisions. Offering more incentives (e.g. stipends, recognition) could be beneficial to faculty.	Academic Affairs and Digital Learning	The OER Committee has developed a survey to administer to faculty in the Fall 2023 to determine faculty use of OER and ACC, and to determine what training/education is needed. Training and information sessions will be offered each semester going forward. The Committee is also working to implement markings in the course schedule that will identify courses with no- and low-cost course materials as required by HB 2380 (Ã‚Â§ 23.1-1308. F. - 2019) so students can make choices. Hopefully this will be implemented for the Spring 2024 semester.	N/A	Dean of University Libraries Timothy Hackman
3.d.		Market the return on investment of a degree and the value of timely progression toward graduation	Discussing options that address the benefits of ODU's cost and how that narrative is integrated into our institutional story and brand. Brand survey will investigate the best way to incorporate ROI messaging into our brand strategy.	N/A	University Communications	N/A	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
4.a.		Create documents and webpages in Spanish	The Center for Major Exploration has led a targeted outreach campaign to Latinx students that are not currently registered. ITS has included Spanish (and other languages) translations on University webpages.	N/A	ITS	N/A	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
4.b.	Grow and support untapped Latinx enrollment	Dedicate support for Latinx recruitment and conduct outreach to high schools with high Latinx populations in the regions of Northern Virginia, Virginia's Eastern Shore, and North Carolina	Admissions has established a new Assistant Director of Admissions position dedicated to the outreach and recruitment to the Latine/x populations. Plans are currently underway outlining the recruitment plan for the 2024-2025 recruitment cycle.	Additional funding support is necessary to support the operational functions of the positions.	N/A	An assessment of operational budget needs will be completed and considered for resource re-alignment.	An infusion of $65,000 will be needed for operational functions and recruitment outreach.	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
4.c.		Host on- and off-campus events devoted to Latinx families	Currently looking at opportunity to expand our present offerings	Additional funding support is necessary to support the recruitment efforts.	N/A	N/A	This will be addressed through a $65,000 infusion of new funds for she prior strategy.	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
5.a.		Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia	Meeting with new director of undergraduate admissions to identify additional professional counseling groups within the targeted areas.	N/A	N/A	N/A	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
5.b.	Engage community resources and family members to support recruitment and student success	Facilitate strong University connections between families of freshman applicants throughout enrollment and graduation	Family programming has been enhanced in the summer orientation program to include more exposure and facetime with University administrators, including a new panel specifically to connect families with health and safety resources.	N/A	Internal units and Administration and Finance	Conduct post-orientation assessment to measure family confidence with their ability to support students through ODU services.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
5.c.		Create a seminar class designed for family members of first-year students	Stakeholders were identified and convened to discuss scope, delivery method, recruitment, and other foundational concepts. The Program outline is in progress with continued stakeholder engagement through Summer 2023. Interest form is being shared during orientation.	There needs to be exploration of content delivery programs, including CampusESP. While the platform will meet current needs, the investment is approximately $40,000 annually. This tool would allow a single destination for content, message boards, and announcements.	Internal units; Academic Affairs; and University Advancement	There needs to be continued work to develop draft program proposal, gather additional feedback from stakeholder group, launch registration by August 1, and have physical presence with first-year parents at student move-in for Fall 2023.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.

Spring 2023 Strategic Plan Progress Report: Student Engagement and Success

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.	Improve academic preparation, engagement, and advising of students to prepare them for academic and postgraduate success	Develop and implement extended orientation programming for undergraduate students	Student Engagement and Traditions and Center for Major Exploration have partnered and identified stakeholders to inventory current UNIV and related offerings and determine needs by the 2023 target.	N/A	Student Engagement and Enrollment Services internal units and Academic Affairs	Next steps are to meet with collaboration partners/stakeholders to discuss all current UNIV offerings and determine needs.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
1.b.		Create an advising task force to examine the current structure and procedures of advising	Members of the Academic Success Center have begun initial research to compare advising models with those used by ODU peer institutions. This research included interviews with advising directors, advising experts, and other advising stakeholders. The Academic Success Center has also invited a NACADA consultant team to review and provide recommendations for a possible revised advising structure and caseload.	Four critical challenges to be addressed include: (1) high caseloads for advisors; (2) inadequate coordination and communication due to the decentralized ODU advising model; (3) inadequate space to meet the needs undeclared or undecided students; and (4) lack of career paths for advisors.	Academic Affairs internal units and NACADA	Several positions have been reorganized to serve new needs including needs of the interdisciplinary schools	Several positions have been moved from the Regional Higher Education Centers to augment advising services.	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			In partnership with the Center for Advising Administration and Academic Partnerships, the Center for Major Exploration conducted a needs assessment in Spring 2023, along with state review and national trends. A request was submitted to NACADA for an external review to provide support for a task force.	The Academic Student Success recently experienced the departure of a senior-level leader.	Academic Affairs internal units and NACADA	Next steps include: seeking input from Student Engagement and Enrollment Services leadership as the Provost and Vice President for Academic Affairs will convene the task force in Fall of 2023 with representation from the Center for Major Exploration, the academic colleges, athletics, and the academic success center.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
1.c.		Solidify a high-touch, sustainable advising model that supports students throughout their collegiate career with an increase in the number of professional advisors/coaches for first-year and second-year students	The School of Nursing developed and implemented an Academic Standing Committee (ASC) to identify and support students at high risk of academic failure. The School of Nursing's ASC is the body that considers all matters related to academic progression and discipline. If a student fails to meet minimum academic or clinical requirements set forth in the professional and technical standards, a faculty member may present the student to the ASC, delineating relevant details and documentation of the student issue. The ASC is designed to ensure due process and to give students every opportunity to be successful in the program. Bylaws have been established, and the committee has been active since Spring 2023.	Training will be important for faculty to understand the ASC is a resource to promote success rather than a punishment for poor performance.	Faculty and staff	There will be ongoing assessment of committee outcomes to analyze the impact of the committee on attrition and student readiness to practice. Other activities include: develop structure for utilizing second year nursing students and assigned faculty advisor in addition to the services provided by our Chief Academic Advisor to support student success in the new competency-based curriculum; establish a goal of 92% retention rate for pre-licensure BSN and PMHNP programs; explore funding/incentive model to establish three academic coaches; and provide faculty development.	N/A	Interim Dean of the School of Nursing Suzanne Wright, Ph.D.
1.d.		Enhance graduate-level advising to support students throughout their programs with a focus on degree completion and career exploration	The Graduate School has undertaken an informal survey of graduate programs across the University and has discovered an uneven level of advising support. This ranges from full-time program managers assigned to the largest units to graduate program directors acting in a part-time solo capacity for the smaller units.	Scaling graduate enrollments, particularly at the master's level, will require a more consistent advising infrastructure for incoming students before they transition to their faculty mentors.	Academic Affairs internal units	In Fall 2023, the Graduate School, in partnership with other areas, will conduct a Qualtrics survey of all graduate programs to determine advising needs and establish FTE benchmarks for allocating additional advising support.	TBD	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
2.a.	Continue to provide an affordable college experience by offering additional financial support for students, reducing financial barriers that impede progression and success, and supporting student social mobility	Create additional scholarship opportunities for special student populations, such as first-generation, low-income, transfer, online, military, and international students	Transfer Initiatives/Academic Success Center continues to advocate for and promote scholarship opportunities for transfer students. A direct link to resources has been made available on the Transfer Initiatives website.	The amount of funding available is limited, and processes for finding and applying for scholarships can be cumbersome for students.	N/A	Next steps are to continue to pull information about scholarships together and promote to students	N/A	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
2.b.		Expand paid internship/work-based learning opportunities for students who cannot otherwise participate in internships/work-based learning that are unpaid, including the expansion of grants offered by Career Development Services	The LeADERS program/Academic Success Center has shifted the 'A' in the LeADERS acronym from 'Academic Internship' to 'Applied Work-Based Learning Experiences' and added on-campus employment to the list of eligible experiences. This shift aligns with precedence in the scholarship that, when done well (Kuh, 2008, p. 14), on-campus employment could produce the same learning outcomes and gains seen by participants in other high impact practices (Kuh, 2009). This shift incentivizes participation in work-based learning experiences such that students can now earn credit towards graduating with a higher LeADERS distinction, along with support for reflecting on these experiences as professional development/preparation.	Communication about this shift has been limited. Therefore, many students are not yet aware of this change. This is primarily driven by the limited number of staff available to support the LeADERS program and its current workload.	Student Engagement and Enrollment Services	Immediate next steps are to connect with University partners to promote this change and encourage students who are working on-campus to join LeADERS. Internal next steps include: an audit of all degree programs to identify gaps in programs with no or few LeADERS' course designations.	N/A	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			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.
			The ODU Libraries launched the Future Information Professionals Internship Program, which is a paid internship for undergraduate students who are interested in careers in libraries, information sciences, museums, and archives. The experience included attendance at a professional conference, networking with library professionals, developing an ePortfolio, working within the ODU Libraries, and more. This is an IMLS grant funded two-year project. This year, 11 interns successfully completed the program.	Challenges included navigating the complex structures of ODURF, ODU, and IMLS and managing the budget for the grant, which includes many elements.	Academic Affairs internal units and Virginia Library Association	Although this is not a research grant, this is a highly competitive grant that will result in publications and dissemination of best practices for internship programs for BIPOC undergraduate students.	This project is funded by an IMLS grant, and the Libraries contributed some funding and support.	Dean of University Libraries Timothy Hackman
2.c.		Expand financial support, such as grants, to assist students who are within 15 credits of graduation	A review is currently being conducted on financial needs.	N/A	Academic Affairs and Administration and Finance	N/A	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.

Spring 2023 Strategic Plan Progress Report: Student Engagement and Success

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
3.a.	Increase undergraduate student retention and graduation rates	Align student recruitment, academic outreach, and retention activities to enhance engagement, success, and sense of belonging to increase retention and graduation rates	Completion coordinators have been embedded in the College of Sciences and the Batten College of Engineering and Technology. Their primary focus is to purposely identify any threats that a graduation applicant has to identify solutions to remove any barriers to that student's ability to graduate or communicate steps for a student to correct their circumstances.	There is an absence of completion coordinators in the other colleges	Academic Affairs internal units	Next steps are to continue to collect, share, and analyze data to support investment into this initiative.	N/A	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			Efforts have been undertaken to schedule, recruit, and register students for 19 Impact Learning Communities (ILCs) to implement in Fall 2023.	There is limited funding to grow the ILC program and support ILC faculty and peer mentor stipends	Academic Affairs internal units	Next steps are to continue to engage with faculty to develop and promote new ILCs for future Fall semesters and explore expansion of ILCs offered in Spring semesters.	N/A	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			The First-Year Experiences Survey and Sophomore Experiences Survey was administered to first-year and sophomore students, who enrolled in classes during the Spring 2023 semester. The purpose of these surveys is to understand the lived experiences of ODU's underclassmen so that the University can provide targeted programming and support to meet their needs. Scales embedded in these surveys include: sense of belonging, psychological well-being, and/or thriving quotient. A dissemination plan was developed and included: presenting summary findings to leadership, distributing responses to specific questions to appropriate departments, and sharing selected respondents' contact information for targeted follow-up and support.	There was a limited response rates to both surveys (12.8% for FYES, 8.4% for SES), likely due to inefficient communication about the survey and insufficient incentives to complete it. In addition, these surveys are one of many that are administered to students throughout the academic year, thus causing survey fatigue amongst respondents. The FYES was previously administered by a different office and required significant overhaul to align with current needs. This was the first administration as a campus initiative following a pilot.	Academic Affairs internal units and Student Engagement and Enrollment Services	Next steps include to continue meeting with program leaders and other relevant parties to disseminate findings and discuss the relevance of these surveys in supporting program needs. Based on partner feedback, the on-going need for these surveys needs to be determined and, if continuing for future administrations, developing a more collaborative plan for their administration.	The FYES is an in-house survey. Therefore, the only investment was $250 in incentives. The SES is owned by Azusa Pacific University and costs $250 to administer on campus. This, plus an additional $250 in incentives (same structure as FYES), brings total cash outlay to $750. In addition, staff time is committed to all aspects of preparation, administration, analysis, and dissemination, though more is needed.	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			The development of a multi-faceted communication and outreach plan to first and second year undergraduate males. Sending timed informational nudges on important dates, processes, and procedures, and resources for these young men to access, started in fall 2022 and continued through Spring 2023. Responses to these nudges will be analyzed at the conclusion of Spring 2023 to determine what effect, if any, they had on students registration activity, utilization of resources, meeting and adhering to important deadlines, engagement, and academic performance. Additionally, the Center for Major Exploration has launched a new initiative to focus an outreach campaign (phone, text, and email) on first-year students with advising holds only. CME has also continued follow up with all students that have withdrawn. The University has also secured a partnership with the National Institute for Student Success, or NISS, which is housed at Georgia State University. Beginning in October, NISS will conduct a diagnostic analysis over a two-month period to review institutional data and make recommendations for potential improvements.	N/A	Student Engagement and Enrollment Services internal units and Academic Affairs	N/A	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
3.b.		Empower students to declare a major on or before 60 earned credit hours	Discussions have been initiated with stakeholders about how to get students to declare their majors earlier.	The Academic Student Success recently experienced the departure of a senior-level leader.	Student Engagement and Enrollment Services internal units and Academic Affairs	Next steps are to convene a workgroup to review strategies to empower major selection.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
3.c.		Encourage students to complete 30 credits per academic year with consideration for individual needs	The Center for Major Exploration (CME) and some academic advising offices are already encouraging students to complete 30 credits per year. CME works closely with the Dean of Students Office to examine student cases for individual needs.	N/A	Center for Major Exploration, Student Engagement and Traditions, Center for Advising Administration and Academic Partnerships, First Year Student Success, Financial Aid, UNIV instructors	Center for Major Exploration will determine the current median credits earned per semester and current communication gaps across advising units. From there, CME will partner with SEES and ODU communication to develop a marketing and communication strategy for Fall 2023 implementation.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
3.d.	Increase undergraduate student retention and graduation rates	Provide consistent, comprehensive integrated support for students by streamlining the front-line support with technology solutions	Academic Success Center staff serve on various technology working groups to support the following technology solutions meant to improve the student experience. Working groups include: IVY Chatbot/Admin System Group, MY ODU Portal Redesign Group, and the Unifying Tech Group (Salesforce).	Access to training has been limited so far.	Administration and Finance and Digital Learning	Next steps are to seek additional training and prepare for launch of ChatBot and redesigned portal in Fall 2022.	N/A	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			ITS is implementing IvyQuantum (ivy.ai), which addresses the target of comprehensive integrated support with Chatbot, Live Chat, Appointment Scheduling, AI based alerts, and Case Management system.	N/A	Administration and Finance	Next steps are to assign system agents and attend training.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.
3.e.	Increase undergraduate student retention and graduation rates	Integrate academic success support in courses historically identified as having high DFW and Incomplete grades	Development of Course-Embedded Tutoring pilot program began for a launch in Fall 2023. Two departments (History and Accounting) collaborated and confirmed three courses that will be supported with course-embedded tutors. Four tutors have been hired.	Successful implementation of a course-embedded tutoring program, a form of supplemental instruction, takes a shared vision and much coordination, under the responsibility of a dedicated full-time employee. The responsibilities of this launch are currently being split among three full-time staff.	Academic Affairs internal units	Next steps are to train tutors and continue to work with faculty to reach goals of the pilot and recruit and train four additional tutors for Spring 2024.	An allocation of $75,00 has been made to fund tutor stipends, and a graduate assistant has been allocated for this initiative.	Executive Director of Academic Success Initiatives and Support (ASIS) Marissa Jimenez
			In FY23, the University Libraries partnered with faculty in the Doctor of Physical Therapy Program to expand access to critical information resources by subscribing to the AccessPhysiotherapy online product from McGraw-Hill. AccessPhysiotherapy includes leading physical therapy textbooks, procedure and exercise videos, image galleries, and more. In previous years, students in the DPT program had to pay directly for access to this resource, which not all students could afford. Subscribing through the Libraries extends access to all students in the program, thereby reducing barriers to student success.	A sustainable funding model is needed and will allow the Libraries and DPT program to share costs of offering AccessPhysiotherapy to all students.	Academic Affairs internal units	Next steps are developing a sustainable funding model that allows the Libraries and DPT program to share costs of offering AccessPhysiotherapy to all students with the Doctor of Physical Therapy Program and College of Health Sciences	FY24 subscription cost are estimated at $20,000.	Dean of University Libraries Timothy Hackman