

**FORWARD-  
FOCUSED:**

Where  
Innovation  
Meets  
Possibilities



**2023-2028 STRATEGIC PLAN EXECUTIVE SUMMARY**



**OLD DOMINION  
UNIVERSITY**



## **ABOUT OLD DOMINION UNIVERSITY**

Old Dominion University, located in Norfolk, is Virginia's forward-focused public doctoral research university with rigorous academics, an energetic residential community, and bold initiatives that contribute significantly to Virginia's economy.



## A MESSAGE FROM PRESIDENT BRIAN O. HEMPHILL, PH.D.



Greetings, Monarch Nation!

Through embracing a culture of innovation, I am pleased to share the incredible work of our dedicated campus in charting a clear course for the future engagement and success of Old Dominion University. This bold plan is truly a reflection of our students, faculty, staff, alumni, and friends, who have a lasting legacy of making a significant difference on our campus, in the community, across the Commonwealth, and beyond!

For more than a year, campus stakeholders engaged in a comprehensive process to develop a five-year strategic plan, thereby determining both the short-term focus and long-term success of our institution, which – above all else – will be dedicated to students. With nearly 300 individuals serving on a total of 12 groups, 30 goals and 103 strategies were carefully developed across seven focal areas.

The title, *“Forward-Focused: Where Innovation Meets Possibilities,”* is a direct reflection of the bold and innovative goals and strategies that were brought forth by those directly involved in thinking and rethinking the future of our great institution. As this important work has generated great excitement and opportunity for Monarchs, the future has boundless possibilities!

With Monarch Pride,

Brian O. Hemphill, Ph.D.  
President

## **VISION /**

Together, we will be a forward-focused public research university that is both innovative and entrepreneurial in propelling Old Dominion University to national and international prominence.

## **MISSION /**

Old Dominion University (ODU) is a preeminent public research university located in Coastal Virginia. Our world-class faculty fosters dynamic on-campus and global online learning for undergraduate and graduate students that enriches their lives, promotes insightful and perceptive leadership, and motivates the pursuit of excellence in dedicated fields and professions. We collaborate with strategic partners to address challenges and propose solutions that impact the economy, environment, health and wellness, and social justice. In pursuit of equity and inclusion, ODU provides opportunities for educational, artistic, and professional growth to our diverse Monarch community.



# CORE VALUES

## ACCESSIBILITY

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Nurture an accessible culture that grants educational, social, professional, and scholarly opportunities for all members of our diverse community

## COLLABORATION

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Foster a sense of collaboration through synergistic approaches and shared governance

## EXCELLENCE

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Pursue excellence through student success and faculty and staff achievements

## GLOBAL ENGAGEMENT

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Promote global engagement through intercultural understanding, shared knowledge, and innovative approaches to advancing international collaborations and stewardship

## INCLUSION

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Commit to building an inclusive community that encourages empathy, mutual understanding, and the recognition of differences

## INNOVATION

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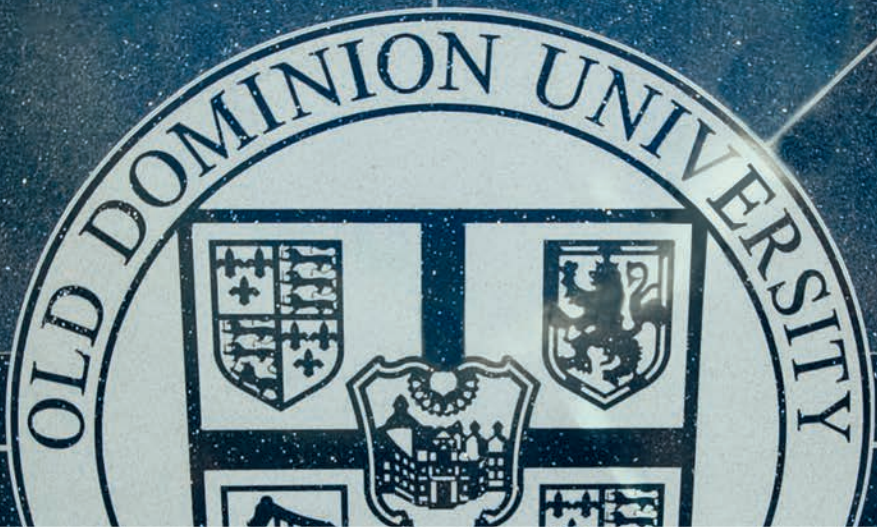
Leverage our strengths to cultivate and educate the next generation of innovators by solving today's regional and global demands and addressing tomorrow's challenges

## RESPECT

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Nurture a climate of care, concern, civility, and respect for self, others, the institution, and our society





Old Dominion University's five-year strategic plan, *"Forward-Focused: Where Innovation Meets Possibilities,"* is built around seven focal areas: Academic Excellence; Branding, Marketing, and Communication; Corporate/Community Partnerships and Economic Development; Philanthropic Giving and Alumni Engagement; Research Growth; Strategic Enrollment Growth; and Student Engagement and Success. Together, these focal areas lay the groundwork for the University's development and growth during the next five years. The various goals and strategies defined in these areas, along with their associated key performance indicators (KPIs), will bring the University's vision to successful fruition. To review the full plan, including the strategies and KPIs, as well as progress reports to be posted twice a year, visit [www.odu.edu/about/planning](http://www.odu.edu/about/planning).



# STRATEGIC GOALS

## Academic Excellence ▶

- Goal 1.** 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
- Goal 2.** Provide high-impact experiences for all undergraduate students through experiential learning programs
- Goal 3.** Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs
- Goal 4.** Develop infrastructure to support excellence in research and scholarship for undergraduate and graduate students
- Goal 5.** Accelerate the recruitment and retention of diverse faculty and academic administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship

**Branding, Marketing, and Communication** ▶

- Goal 1.** Build a unified and inspirational brand promoting local, regional, and national recognition for all entities of the University
- Goal 2.** Build infrastructure to optimize print, social media, and web engagement
- Goal 3.** 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
- Goal 4.** 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





## **Corporate/Community Partnerships and Economic Development ▶**

- Goal 1.** Build internal infrastructure and culture for corporate and community engagement
- Goal 2.** Deploy a new infrastructure and culture to increase corporate and community partnerships
- Goal 3.** Expand innovation and entrepreneurship
- Goal 4.** Support economic wellbeing through economic development

## **Philanthropic Giving and Alumni Engagement ▶**

- Goal 1.** Create a more robust infrastructure for advancement-related activities and operations
- Goal 2.** Build a sustainable culture of philanthropy across the University
- Goal 3.** Expand the University's alumni reach to foster pride and engagement
- Goal 4.** Increase overall annual support
- Goal 5.** Launch and complete a comprehensive capital campaign

**Research Growth** ▶

- Goal 1.** 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
- Goal 2.** Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating a robust research enterprise
- Goal 3.** Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure
- Goal 4.** 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



## Strategic Enrollment Growth >

- Goal 1. | Grow targeted, high-demand programs to attract traditional undergraduate, online, transfer, military, international, and graduate students
- Goal 2. | Grow fully online enrollment
- Goal 3. | Enhance access and affordability to attract and retain students, while promoting affordability and completion by all student levels and modalities
- Goal 4. | Grow and support untapped Latinx enrollment
- Goal 5. | Engage community resources and family members to support recruitment and student success

## Student Engagement and Success >

- Goal 1. | Improve academic preparation, engagement, and advising of students to prepare them for academic and post-graduate success
- Goal 2. | 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
- Goal 3. | Increase undergraduate student retention and graduation rates



**OLD DOMINION**  
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**OFFICE OF THE PRESIDENT**  
2000 Koch Hall / Norfolk, Virginia 23529