

Goal / Strategy	Goal	Strategy	Status	Progress	Challenges	Collaboration	Next Steps	Investments	Submitter Name	
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	In progress and on schedule	Due to changes in the Carnegie Classification criteria (i.e., they no longer use the number of nontenure research faculty as a criterion), we recommend this goal be removed. Increasing such faculty is a mechanism to increase our total expenditures, but in and of itself, it is not a goal per se. Since the announcement of the change in the R1 criteria, we have suspended monitoring and progress.		Deans and RCDs			Ken Fridley, Ph.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	In progress and on schedule	The College of Sciences and the Batten College of Engineering both hired senior faculty who transferred active grants.	The high cost of start-up for some candidates made hiring such individuals very challenging. Relying on ETF and multi-year start-up commitments are a limited factor.	Provost, Deans, and RCDs	Identify areas of priority to build on recent successes in securing funding and emerging new areas of funding.		Ken Fridley, Ph.D.	
			In progress and on schedule	The School of Cybersecurity and School of Data Science hired new directors with significant experience securing large grants. Working with the Office of Research, the School of Data Science hired five new data science faculty who are housed across campus.						Brian Payne, Ph.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)	In progress and on schedule	Adding a new PhD programs in humanities and social sciences were based on the old Carnegie Classification criteria (i.e., the new criteria only considers the total PhDs awarded). Therefore, we recommend this part of the goal be removed. We continue to emphasize growing the number of fully funded PhD assistantships.	The pipeline for doctoral students is 4-6 years on average, which means that most meaningful interventions will take multiple years to bear fruit.	Provost, Academic Affairs, Graduate School	Communicate to all ADRs and those working with faculty on budgets the priority of fully funding PhD assistantships in grants, and to ADRs and Deans the importance of prioritizing funding PhDs with GTA funds.		Ken Fridley, Ph.D.	
1.d.		Add new doctoral tracks in humanities and social science	Not started	Due to the Carnegie Classification's recent change to its doctoral metrics, it is recommended that the initiative to create new doctoral tracks in the humanities and social sciences be reconsidered to allow for a reevaluation of current faculty and graduate student resources.		Office of Research and the academic colleges and schools.	N/A	N/A		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	In progress and on schedule	Ticketing system installed; currently configuring an initial service framework.	Challenges with resource constraints due to competing priorities with the merger, other research related strategic initiatives such as new COI Management System, and day-to-day operations.	ODURF	1) Internally pilot collecting and tracking reported problems; 2) Use the results of the pilot to improve the service framework design; 3) Build out the remaining system configurations; and then 4) Launch beta test for reporting problems in carrying out research with the broader campus.	No investment/reinvestment identified at this time	Kevin Leslie, Ph.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	In progress, but behind schedule	ADRs regularly meeting once per semester, with special meetings called as circumstances arise.	Challenges with resource constraints due to competing priorities with the merger, other research related strategic initiatives such as new COI Management System, and day-to-day operations.	ODURF, ADRs	1) Formalize the Charter of the ADR Committee and include the care team charge as part of its responsibilities; and 2) formalize the reporting once the system is fully launched and operational.	No investment/reinvestment identified at this time	Kevin Leslie, Ph.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	In progress, but behind schedule	This was deferred because of the leadership change in the Office of Research.		Associate Deans for Research, RCDs	Will discuss and seek nominations from Deans and ADRs during the Spring 2024 term with a kick-off of this advisory committee early Fall 2024.		Ken Fridley, Ph.D.	
			In progress and on schedule	To improve research processes, the Libraries have taken the lead in working with 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 consultations for faculty to establish and maintain their ORCID ID which has become a requirement for federally-funded research and many journal publishers.	Establish a permanent funding source for continuing ORCID membership beyond the first year (paid for by Office of Research).	Office of Research, Research Foundation, ITS, and Academic Affairs	ORCID membership has been paid for the coming year, and we will work with the Office of Research to increase faculty knowledge and adoption of this valuable tool.		Timothy Hackman	
			In progress, but behind schedule	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 we hosted two workshops for ODU and EVMS staff and researchers on the new data and sharing requirements for NIH grants. We have also requested a Research Data Management (RDM) Librarian position and a part-time RDM Specialist position until we can hire a full-time librarian.	Trying to get an additional position to fill the expanding needs of research data management; delayed approval of position redefinition request	Office of Research, Research Foundation, ITS, and Academic Affairs	Meet 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; keep 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 provide ongoing training opportunities.	Redefinition of existing librarian position to focus on research data management	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	In progress, but behind schedule	In partnership with ITS, the ODU RF has developed a Data Lake infrastructure and have ODU data populating into the test databases. This work is enabling near real-time reporting of proposals awards and related characteristics, including the size and dollar amount for each.	Challenges with resource constraints due to competing priorities with the merger, other research related strategic initiatives such as new COI Management System, and day-to-day operations. ODU ITS is also resource constrained and also has competing priorities with the merger.	ODURF, ITS	1) ITS to promote the Data Lake test database to production and finish the presentation layer so the RF can create an API to pull the data; 2) RF needs to complete the Pre-Award Data Automation Project, ePTF Enhancement Project, and Post-Award Data Automation Projects in order to integrate their sponsored program into the Data Lake and develop data dashboards.	1) An investment in a Tableau infrastructure that the RF can leverage to provide the reporting platform has been discussed with ITS, but requires investment. 2) ODU RF has its projects budgeted in the FY24 budget although, due to competing priorities that have impacted the schedule, these funds will need to carry over into the FY25 budget and planning in order to successfully complete them.	Kevin Leslie, Ph.D.		

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4.a.	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	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	In progress and on schedule	Pilot program was finalized late Fall 2023 and announced with a call for proposals in Spring 2024.		Laura Delbrugge, Ph.D. and Dale Miller, Ph.D.			Ken Fridley, Ph.D.
			Completed with no additional progress to occur	With the support of the Elsie Mercer Hall '32 Fund for the Study of Critical Issues, a new internal grant opportunity has been developed by the College of Arts and Letters and the Office of Research. The Multidisciplinary Investigations of Critical Issues (MICI) Grant(s) will be awarded to multi-disciplinary team(s) annually, as either one \$50,000 grant, or two grants of \$25,000. The award is for small teams of ODU/EVMS researchers to produce and disseminate research on topics of critical importance. Each team must include at least one principal investigator who is a tenure-line College of Arts and Letters faculty member in the arts or humanities and at least one who is a tenure-line ODU or EVMS faculty member in a "STEM-H" discipline. These awards are expected to result in external grants, scholarly publications, or creation/display of artistic work. The inaugural call for proposals was launched 12/8/23, applications due 3/1/24.		College of Arts and Letters, Office of Research, and all colleges (for project reviews)	Review of 2023-2024 proposals will take place in Spring 2024 with annual grant competitions in subsequent years.	\$50,000 in annual funding from Elsie Mercer Hall '32 Fund for the Study of Critical Issues; one-time funding of \$10,000 in 23-24 to launch the competition and sponsor project team meetings.	Laura Delbrugge, Ph.D.
4.b.		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	In progress and on schedule	Via the Diehn Concert Series, Annual Literary Festival, Gordon Art Galleries, Barry Art Museum, Goode Theatre, Brock Commons, University Theatre, and Chandler Recital Hall, presented thus far in FY24 104 Arts@ODU public offerings including 31 theatrical performances, 18 concerts, 13 readings, 13 screenings, 12 exhibitions, 7 receptions, five (public) classes, three talks, and two festivals. For sending the ODU Choir to perform at Carnegie Hall, funding was obtained from SEES, Academic Affairs, and the College of Arts and Letters. For the new arts building, planned A/E review of pre-planning study. Launched Annual Campus Theme "Blue Connections," supplying funding to participating instructors, researchers, and arts programmers. Hired new curator for the Barry Art Museum and announced plans for a \$25 million capital expansion. Prepared to restore Gordon Art Galleries curator position. Submitted National Endowment for the Arts Big Read grant application. Received permission to launch University Arts Council.	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 including full-time and part-time professionals, along with dedicated spendable income.	Regular collaboration with numerous departments and programs and continue forging new relationships to expand offerings and benefit participants: for the new building: Batten College of Engineering and Technology, ODU Facilities Management and Construction, RRMM Architects, Pelli Clarke and Partners, Theatre Project Consultants, Kirkegaard Acoustical Consultants; for the Barry Art Museum expansion: Office of Development; and or the NEA Big Read; Office of Institutional Equity and Diversity, University Libraries, and regional library systems	Continue ODU Choir's preparations for performing at Carnegie Hall in March 2024. For the new arts building, share the final pre-planning study containing the recommended program with the Executive Committee for approval. Complete final stages of private fundraising and final approval of designs for the Barry Art Museum expansion. Begin University Arts Council meetings.		Cullen Strawn