

Goal / Strategy	Goal	Strategy	Status	Progress	Challenges	Collaboration	Next Steps	Investments	Submitter Name
1.a.		Identify new and existing programs through assessment of employment outlook; create and/or scale enrollment for specific populations based on corporate input and demand	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided
1.b.	Grow targeted, high-demand programs to attract traditional undergraduate, online, transfer, military, international, and graduate students	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-tobusiness partnerships and workforce development	In progress and on schedule	<p>The Academic Partnerships area is actively fostering collaborations and academic pathways with out-of-state institutions, strategically aimed at attracting transfer students and driving online enrollment growth. Acknowledging the Dental Hygiene Post-Licensure program's growth potential and minimal competition, the Academic Partnerships team, working closely with the Dental Hygiene program director, has successfully crafted two out-of-state transfer agreements. Presently, these agreements await thorough review and signatures from Delaware Technical Community College and Hagerstown Community College.</p> <p>The Military Programs unit has developed 20 undergraduate academic pathways to attract military students. ODUGlobal is now a participating institution in the Air Force's General Education Mobile (GEM) Program, allowing ODU to be a designated school for earning general education credits.</p>		All academic colleges	<p>The team has initiated discussions to gauge interest in potential partnerships with Howard Community College and Community College of Baltimore County in Maryland. Future plans involve a shift to North Carolina institutions, targeting six community colleges for prospective dental hygiene post-licensure transfer agreements. Subsequent initiatives include exploring out-of-state transfer agreements for the Human Services program and collaborating with the Military Programs area to investigate a potential partnership with Central Texas College. Five additional pathways (Computer Engineering, Technology Education, Sociology, Political Science, and Geography) are undergoing departmental review. Future plans include exploring expansion avenues, with early-stage planning for a potential partnership with Central Texas College, renowned for its military student presence.</p>		Nina Rodriguez Gonser
				Continuing Education is actively exploring and developing career pathways to recognize and reward credits for professional experience and programs. A dedicated committee has been established to initiate the assessment of continuing education programs for Continuing Professional Development (CPD) elective credits. Anticipated progress includes the evaluation of the initial set of nine programs, with completion expected by the conclusion of the spring term in 2024.		IDS faculty	Committee work is underway.		Nina Rodriguez Gonser
				DDL has added concierge services for employees at corporations with current partnerships, such as Amazon. In addition, DDL is actively taking advantage of association partnerships to develop new corporate relationships with the goal of enrolling cohorts of online learners.		AVP for Corporate Partnerships	Increase marketing efforts to new partners.	Establish use of Salesforce CRM for partnerships.	Nina Rodriguez Gonser
1.c.		Develop high-demand stackable certificates to attract enrollment and incentivize completion of master's degrees	In progress, but behind schedule	The Graduate School and Continuing Education met several times in fall 2023 and again in January 2024. A comprehensive review of all graduate certificates and how they dovetail with existing degree programs is currently underway, and a baseline will be established shortly.	N/A	Continuing Education and all academic colleges and schools	Once a baseline is established, specific certificate and degree programs will be targeted for a marketing and outreach campaign to build enrollment pathways.	N/A	Robert Wojtowicz, Ph.D.
			In progress and on schedule	Continuing Education is developing a comprehensive Communication and Cultural Competency Certificate. This certificate is designed to seamlessly integrate with the Professional Leadership track and further extend into the IDS Leadership Major. Concurrently, efforts are underway to enrich the Graduate Public Sector Leadership Certificate, ensuring a direct alignment with the MPA program. The revamped certificate will feature an accelerated curriculum and flexible options for incorporating prior learning experiences.		MPA faculty	The proposal has been sent to the appropriate committee for review.		Nina Rodriguez Gonser
1.d.		Expand linked programs (3+2, 3+3, 4+1, etc.), including post-baccalaureate certificates and master's degrees	In progress and on schedule	A change to the UG and GR Catalog linked program policy has been approved by the Graduate Administrators' Council, allowing for the application of up to 12 graduate credits toward the undergraduate major. The change has been sent to the Faculty Senate for review and approval, with publication intended for the 2024-2025 GR and UG Catalogs.	N/A	All academic colleges and schools, University Communications, Enrollment Management, Office of Budget and Financial Planning	The Graduate School will submit a budget proposal requesting the flattening of tuition for the shared UG/GR credits in linked programs. By charging UG tuition rates, moreover, students will be able to cover the expense of the graduate-level courses with their undergraduate financial aid. University Communications is poised to launch a marketing campaign around this initiative once finalized.	revised coding of select course registrations and tuition charges	Robert Wojtowicz, Ph.D.
1.e.		Offer rolling start times and shorter "semesters" for targeted programs and populations	In progress and on schedule	DDL advanced accelerated program development, addressing concerns through flexible course formats that can be scheduled as either full semester or accelerated courses. Course developments are underway for identified departments: OTS (Training Specialist), Game Studies, RN to BSN, and newly identified programs including MPA and Professional/Business Communications.	Active efforts to address potential workload issues are underway. Accreditation implications are always considered.		Resolve scheduling and workload considerations. Continue discussions about how to smoothly implement accelerated and flexible learning formats.		Nina Rodriguez Gonser
2.a.	Grow fully online enrollment	Implement recommendations from recent comprehensive studies and reviews	Completed, but continued progress to occur	The integration of the Technology Solutions Unit (TSU) into DDL has helped with significant progress. Key initiatives, including CRM, Digital Twin Project, AI Initiatives, XR Technologies, LMS Enhancements, and Data Analytics Solutions are in progress. Teams from Academic Technologies, E-Learning, Application Development, Software Development, and User Experience have successfully transitioned into DDL, fostering cross-functional collaboration and enhancing progress on important initiatives.		ITS	Prioritize continuity of functions within ITS while strengthening collaboration with DDL-integrated teams. Facilitate training for seamless EVMS LMS Migration. Emphasize communication to ensure the success of university-wide system integrations aligning with the outlined strategic benefits.	New positions for CRM implementation and optimization	Nina Rodriguez Gonser
			In progress and ahead of schedule	DDL surpassed the Fall 2024 Strategic Plan enrollment goal (6,900) in the Fall of 2023, with 6,963 online students			DDL continues to strengthen online offerings and market strategically to target audiences to continue to reach and exceed strategic plan enrollment goals.		Nina Rodriguez Gonser
2.b.		Automate the transcript management and evaluation processes to enhance efficiency and response time for students	In progress, but behind schedule	As noted in the last update, ODU contracted with Hyland to better manage the processes related to incoming transcripts for applications. The launch was delayed to mid-January and is currently in testing. So far, we have automated TCC transcripts from Parchment to Hyland for processing.	There have been challenges that delayed launch due to issues with document sends and the accurate loading of student data.	SEES Admissions, ITS	Main campus admissions will continue adding volume to the solution while carefully monitoring system performance.		Nina Rodriguez Gonser

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3.a.	Enhance access and affordability to attract and retain students, while promoting affordability and completion by all student levels and modalities	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	In progress and on schedule	The Graduate School has conducted an analysis and identified summer funding needs for existing graduate assistants funded on ledger 1 accounts. Approximately \$520,000 will be needed to bring current master's students to a minimum \$5,000 summer stipend and current doctoral students to a minimum \$6,700 stipend. This will bring ledger 1 summer stipends into alignment with existing Research Foundation summer stipends.	Identifying resources to fund the ledger 1 summer stipend increase.	Office of Budget and Financial Planning	A budget request has been submitted through the annual process. The Graduate School will work with the AVP Academic Affairs and the Office of Budget and Financial to identify new resources.	\$520,000 in new resources.	Robert Wojtowicz, Ph.D.
		Identify sources to increase targeted financial assistance for international students	In progress, but behind schedule	Discussing potential opportunities of donor-funded resources with University Advancement.		Advancement			Scott Harrison, Ph.D.
		Identify and implement the best tuition models that promote both affordability and timely degree completion	In progress and on schedule	The cost of course materials have proven to be an influence on student retention. Faculty adoption of open educational resources (OER) and affordable course content (ACC) are one way 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 (eg, stipends, recognition) could be beneficial to faculty.	Academic Affairs, ODU Global	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 (§ 23.1-1308. F. - 2019) so students can make choices. Hopefully this will be implemented for the Spring 2024 semester.		Timothy Hackman
				Huron consulting group has been contracted for services to conduct a tuition strategy assessment. A tuition model review steering committee will be convened in February 2024 to kick-off this initiative. The Vice President for Administration and Finance will serve as Executive Sponsor. The Associate Vice President for Budget and Financial Planning will Chair the committee.	A primary challenge for all efforts remains the limited availability of funding to support student needs. The committee's efforts may be challenged by inconsistency in data reporting issues and designated institutional peer sets.	VP for SEES, Provost, Office of Budget and Financial Planning, Darden College of Education and Professional Studies, Enrollment Management, Office of Finance, Financial Aid, Information Technology Services, Institutional Research, Nursing School, and Office of the Registrar	Formally 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. This will also include a stakeholder survey and interviews.		Chad A. Reed
3.d.		Market the return on investment of a degree and the value of timely progression toward graduation	In progress and on schedule	Admissions is identifying and strategically admitting highly qualified students and is currently discussing adjustments to the continuation criteria for merit scholarships, while also making adjustments to the number of credit hours required to constitute full-time enrollment. University Communications is incorporating messaging about the ROI and the value of a degree into its communications strategy.					Scott Harrison, Ph.D.
4.a.	Grow and support untapped Latinx enrollment	Create documents and webpages in Spanish	In progress and on schedule	The website now has language translation functionality. We continue to work on expanding our print and digital collateral to meet the language needs of our Spanish speaking audience. University Communications has hired an award-winning expert in multicultural marketing who specializes in marketing to Latine audiences. During Spring 2024, he will be working on a multicultural marketing strategy for ODU.		Admissions and University Communications			Scott Harrison, Ph.D.
4.b.		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	Completed, but continued progress to occur	An Assistant Director of Admissions for Latine Recruitment has been hired. We are currently conducting targeting outreach campaigns to our prospective Latine population. Communications for Latine recruitment and outreach are in English with a button which directs them to a Spanish version of the message.					Scott Harrison, Ph.D.
4.c.		Host on- and off-campus events devoted to Latinx families	In progress and on schedule	We have hosted several Latine programs during the Fall 2023 open houses and will have a dedicated reception for the open house in Spring 2024. Created Latine Experience Onboarding (LEO), a new onboarding program exclusively designed to welcome and support first-year Latine students and their families. OIR collaborated with campus departments, faculty/staff, students, and alumni to organize over 15 events in Fall 2023 tailored specifically for the Latine populations.	During the Office of Intercultural Relations organizational restructuring in Fall 2023, a challenge emerged as there was no dedicated full-time staff solely focused on Latine Initiatives.	OIR, Admissions, Barry Art Museum, Student Health Center, Perry Library, and the Center for Major Exploration & the Man Connect Success Coaching, ODU Recreation and Wellness, Hampton Roads Hispanic Chamber of Commerce, Hispanic Latino Employee Association, ODU WEPA, Latino Student Alliance, La Unidad Latino, Student Engagement & Tradition, Women's Gender Equity.	Evaluate the LEO program and Fall 2023 events, gather feedback, assess effectiveness, and identify improvements; expand support by collaborating with academic departments and SEES units for purposeful programs and academic resources for Latine students; maintain ongoing communication with Latine students and families; refine existing programs and develop new strategies for student success, using feedback as a guide; recruit an Assistant Director for Latine Initiatives; and ensure alignment with goals for enhancing Latine student enrollment, retention, and success		Scott Harrison, Ph.D.
5.a.		Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia	In progress and on schedule	Undergraduate Admissions is developing a professional high school counselor advisory council. The group will provide a formal platform for information sharing and strategy feedback.			The initial advisory council meeting scheduled for January 2024		Scott Harrison, Ph.D.
				OIED continues to partner with Virginia Center for Inclusive Communities (VCIC) to host Diversity Dialogue Days for high school students on the Peninsula and Southside.		ODU Admissions, Monarch Task Force on Inclusive Excellence, VCIC, and local schools	Diversity Dialogue Day is March 14th, March 23rd Diversity college edition (NSU, ODU, Dominion Energy.)		September Sanderlin
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	In progress and on schedule	Monarch VIPs launched in Fall 2023 with 125 families registered. There were 115 families who joined a private Facebook group which was a landing page for Q&A, live discussion, video streams, and information. STFP partnered with dining services to provide care packages to the students of all enrolled families.			Use evaluation data to adjust program content and in-person program offerings for Fall 2024.		Scott Harrison, Ph.D.
5.c.		Create a seminar class designed for family members of first-year students	Completed, but continued progress to occur	Monarch VIPs utilized Facebook as a landing page for its pilot program, enrolling 125 families in the program and 114 in the online community. This board saw significant interaction between families and university staff - 65 posts, 534 comments, 800 reactions, and 114 active members. This pilot exceeded the original target of 100 families and is preparing to scale the program up over the next two years to meet the 500 family target. The in-person capstone was achieved through a program during Family Weekend called Brunch with the Star, inviting families to a catered brunch reception and show at ODU's planetarium. This capstone was attended by 21 VIPs families.	Capstone attendance in our pilot year fell below the anticipated numbers. While online engagement was high, families did not engage in this in-person space.		Use evaluation data to adjust program content and in-person program offerings for Fall 2024.		Scott Harrison, Ph.D.