

# Office of Faculty Recruitment and Retention

*IMPACT REPORT 2024 - 2025*



**OLD DOMINION**  
UNIVERSITY



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## OUR TEAM

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**Dr. Shanda Jenkins**

Director for Faculty Recruitment and Retention



**Allison Barber**

Administrative Assistant



**Quinn Jackson**

Graduate Assistant

## SUPPORTING FACULTY

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**Alison Lietzenmayer**

Master Lecturer, Department of Communication & Theatre Arts

## ABOUT US

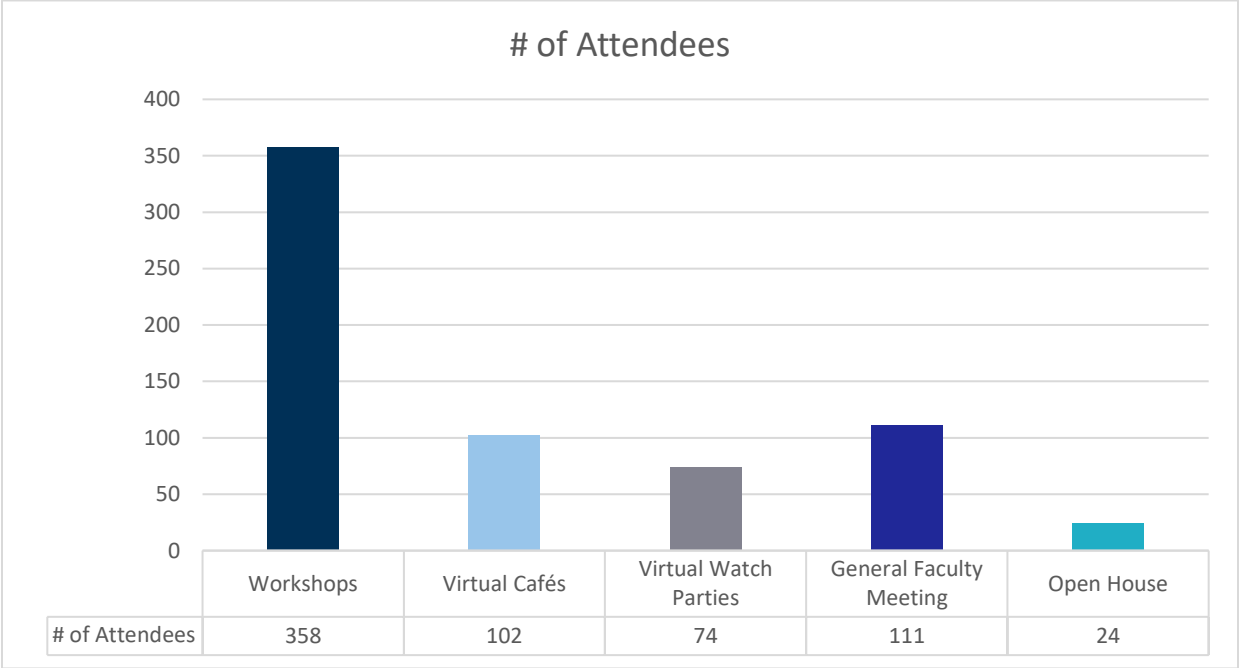
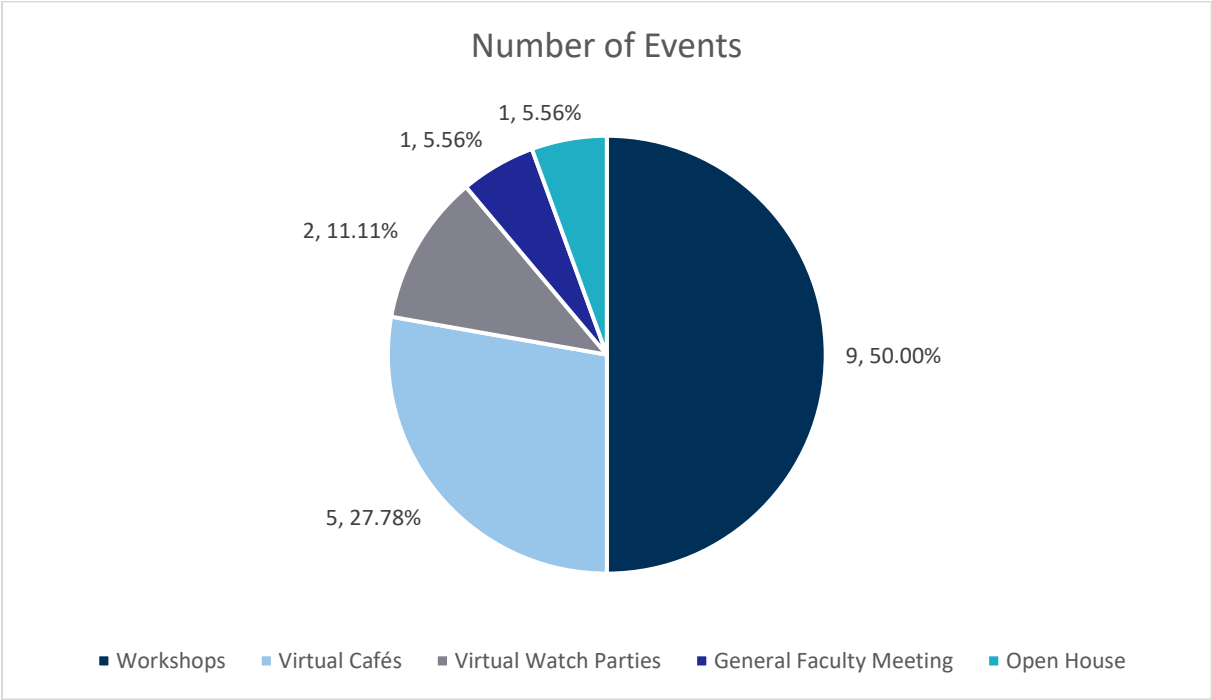
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The Office of Faculty Recruitment and Retention has made substantial progress in advancing its strategic objectives over the past year. By actively supporting faculty needs, addressing barriers, increasing visibility, and promoting inclusivity, we have established a robust foundation for sustained success. Our initiatives, including Workshops, Virtual Cafés, Virtual Watch Parties, and recruitment plan reviews, have strengthened faculty recruitment and retention efforts. Additionally, participation in key conferences and an active social media presence have significantly enhanced Old Dominion University's visibility. Through dedicated support mechanisms, such as one-on-one meetings, presentations, and Title IX advocacy, we continue to address faculty needs to improve retention. Furthermore, our collaborative efforts and community engagement initiatives contribute to fostering a campus-wide culture of inclusivity and belonging.

# OUR IMPACT

Over the 2024-2025 academic year, we interacted with over 669 participants at over 18 hosted events. These events included virtual cafés, virtual watch parties, workshops, and more.



## OUR EVENTS

### Workshops

Our themed workshops and presentations covered a variety of topics that impact faculty in order to build awareness, share knowledge, and promote inclusive excellence. Nine events happened over the 2024-2025 academic year with a total of 358 faculty participants.



#### Belonging Workshop – September 2024

This workshop examined the universal desire to feel accepted within a group. Participants engaged with the latest research and took part in discussions on fostering belonging in academic spaces. The session provided practical strategies to create a more connected and welcoming community.



#### Latine/Hispanic Faculty Panel – October 2024

In collaboration with the Center for Faculty Development, this panel was held in celebration of Hispanic Heritage Month. The panel was moderated by Dr. Ana Luz Williams, Associate Director of Enrollment in Undergraduate Admissions, and included panelists: Dr. Jane Alberdeston, Assistant Professor in English; Dr. Orlando Ayala, Professor in Engineering Technology; Dr. Luis Guadano, Associate Professor in World Languages and Cultures; Mr. Nestor Escobales, Master Lecturer in Engineering Technology; Dr. Ron Moses, Executive Senior Associate Athletic Director – Compliance & Academic Services in Intercollegiate Athletics; and Dr. Christina Rodriguez, Professor in Psychology. The panel of Latine/Hispanic faculty shared their experiences and perspectives. The discussion highlighted the richness of the Latine/Hispanic academic community and sparked conversations about representation.



#### Mentoring Workshop – October 2024

Led by Dr. Shanda Jenkins, this workshop explored the benefits of mentorship, presenting research and practical tools. The session emphasized mentorship's role in professional growth and encouraged participants to build stronger connections and communication skills.



#### Unconscious Bias Workshop – November 2024

Dr. Shanda Jenkins led this workshop that examined how unconscious bias influences perceptions and interactions. Participants learned to identify biases and apply strategies to respond thoughtfully, fostering fairness in academic settings. The session provided insights and tools to enhance awareness.



### Cultural Competency Workshop – December 2024

Dr. Steffon Campbell, Lecturer in Communication and Theatre Arts, and Dr. Shanda Jenkins led this session on understanding and communication across cultures. Faculty gained tools to enhance cultural awareness and foster inclusivity in their academic environments.



### Shifting Power: Bystander Intervention in Action – January 23, 2025

Dr. Shanda Jenkins shared research and practical strategies on bystander intervention. Participants explored tools to respond effectively in situations that may require intervention.



### Navigating Uncertainty: Preparing Faculty for Policy and Practice Shifts during the Trump Years in Washington – February 2025

Guest speaker Dr. Dennis Gregory, Associate Professor of Higher Education, discussed potential changes in higher education policy and offered guidance on how faculty can prepare for evolving challenges. Faculty were given the opportunity to ask questions and address uncertainties.



### Title IX Workshop – March 2025

Guest speaker Kate Couch, Title IX Coordinator, discussed the role of faculty in providing supportive measures under Title IX. The session covered ways faculty can collaborate with the Title IX office to ensure students have access to necessary resources in a safe learning environment.



### Strength in Faculty Unity: Cultivating Support and Connection – April 2025

Dr. Shanda Jenkins and Dr. Brett Cook-Snell, Senior Lecturer in Educational Leadership and Workforce Development, led a discussion on the power of strength in unity. Faculty explored ways to support one another, navigate challenges together, and strengthen connections. This session focused on strategies to strengthen connections and ensure all faculty feel heard, valued, and empowered.

"Shanda Jenkins delivered an outstanding workshop, showcasing her deep knowledge of the subject, excellent participant management skills, and a dynamic, energetic, and enthusiastic presentation style."

"It was encouraging to see so many faculty interested in improving their relationships with their students and how they view mentorship for themselves in academia as well."

## Workshop Feedback

"It was very evident that the panelists were being authentically themselves and I enjoyed hearing their perspectives and stories."

"I appreciated the level of interactivity among the speakers/moderator and the registrants. I like that other folks are genuinely interested in their continued development of Intercultural Competence."

## Virtual Cafés

In the 2024-2025 academic year, Dr. Shanda Jenkins and Ms. Alison Lietzenmayer, Master Lecturer in Communication & Theatre Arts, hosted five Virtual Cafés. These events covered selected topics while remaining an informal and safe space for faculty to connect and speak freely. In total, 102 faculty members attended Virtual Cafés.



### Virtual Café: Welcoming Back Faculty – August 2024

During this Virtual Café, new faculty were welcomed to the Monarch family with conversations on resources and shared experiences. Faculty were able to build new connections across campus.



### Virtual Café: Belonging – September 2024

The discussion built on the insights shared at the Belonging Workshop. This session provided a relaxed, open space to discuss how we can continue to foster a sense of belonging for everyone.



### Virtual Café: Welcome Back Faculty – January 2025

At this event, we welcomed back faculty, reconnected, met new colleagues, and shared our plans for the Spring semester.



### Virtual Café: Further Insights on Navigating Uncertainty – March 2025

This conversation with Dr. Dennis Gregory, Associate Professor of Higher Education, and Dr. Shanda Jenkins expanded on the discussion from the Navigating Uncertainty workshop and offered further insights and perspectives.



### Virtual Café: Strength in Faculty Unity – April 2025

At this Virtual Café, Dr. Shanda Jenkins, Dr. Brett Cook-Snell, Senior Lecturer in Educational Leadership and Workforce Development, and Ms. Alison Lietzenmayer, Master Lecturer in Communications and Theatre Arts, led a conversation about ways to support faculty and strengthen connections. Participants shared ideas such as creating a faculty collaboration space, starting a lunch walking group, forming writing groups, and offering more informal conversations to strengthen the faculty community across campus.

## Virtual Watch Parties

Virtual Watch Parties provide opportunities for unique, informative, and moving conversations that contribute to an increased understanding and appreciation of differences. During the 2024-2025 academic year, our office co-hosted a two-part Virtual Watch Party with The Office of Talent Management and Culture featuring *Undivide Us*, a powerful film that examines the forces driving toxic polarization in America. These two events brought together 74 faculty participants.

## General Faculty Meeting

In the Fall, Provost and Executive Vice President for Academic Affairs, Dr. Brian Payne, provided key university updates and addressed questions submitted by faculty. Topics included, but were not limited to, AI cluster hires, the status and significance of the General Education Committee, and issues related to the LARC childcare center. This meeting fostered transparency and offered faculty a platform to ask questions, voice their concerns, and gain insights directly from university leadership. A total of 111 faculty attended this event.

## Open House

In the Spring semester, we welcomed faculty to our new location in Dragas Hall with an open house. Hosted by the Center for Faculty Development, the Office of Quality Enhancement Plan Initiatives, and the Office of Faculty Recruitment and Retention, this event provided an opportunity for colleagues to tour our new spaces, connect with our teams, and learn more about the resources available to support faculty success through the Faculty Advancement and Innovation Hub. We appreciate the 24 people who joined us and look forward to continuing our work in the new space!

## New Faculty Orientation and New Adjunct Faculty Orientation

At the start of the Fall and Spring semesters, we welcomed new faculty to ODU at the New Faculty Orientation which included our New Adjunct Faculty. At these events, new faculty were given several resources to help them succeed. In addition, they heard from key personnel on campus and learned information about a variety of useful topics as they start their ODU journey.

## EXCITE THE DREAM

In 2024–2025, the Office of Faculty Recruitment and Retention proudly advanced its signature Excite the Dream program, designed to offer early career scholars an opportunity to gain insight into the academic profession while experiencing the supportive environment at Old Dominion University. The program fosters professional development and builds lasting connections that can shape future academic careers.



The program began in September 2024, when we virtually welcomed six exceptional scholars from diverse disciplines. The day started with a Welcome to ODU & Introductions session led by Dr. Shanda Jenkins, Director of Faculty Recruitment and Retention. The scholars appreciated the warm and welcoming tone of the event, with one noting, “The welcome was warm. It was refreshing to see so many colleagues from across the university respect one another. There was a sense of community established from the start.” Another shared, “The introductions were fun and excellent... I appreciated the request for a boring fact—it took away some of the pressure to come up with something ‘amazing’ to say about how great we all are. Thanks for that!”

Following the introductions, scholars participated in faculty-led presentations on Teaching & Pedagogy and Research & Grant Writing. These sessions provided practical advice on essential academic skills. Scholars responded enthusiastically to the presentations, with one stating, “The presentations were great! I enjoyed the special considerations for grant writing and hearing how each professor’s research has developed and changed from doctoral student to professor.” Another participant remarked, “Thank you for not assuming that future faculty will just know these things. The teaching and pedagogy presentations are so important—please keep these sessions!”

Afterward, the scholars engaged with leaders from their respective colleges, where they had the chance to present their research and receive constructive feedback. One scholar described this segment as “the most productive session of the entire program,” while another shared, “I was able to make a connection with a professor in my field and followed up with an email.” These interactions underscored ODU’s commitment to fostering meaningful academic collaborations.



The day concluded with a wrap-up session led by Dr. Shanda Jenkins and Dr. Yvette Pearson, Vice Provost for Faculty Affairs and Strategic Initiatives. Scholars reflected on what they had learned and felt energized by the experience. One participant summed it up by saying, “Every session was important and valuable—but I especially loved hearing about the research from other scholars and witnessing the sense of community throughout the experience.”

Building on the success of the fall session, the program continued in January 2025 with an expanded cohort of fifteen scholars. The January session also began with a Welcome to ODU & Introductions segment, followed by thought-provoking presentations on Teaching & Pedagogy and Research & Grant Writing. Scholars once again appreciated the engaging and informative nature of the sessions, with one noting, “Each presentation was engaging,” and another commenting, “I appreciated that the information wasn’t overly repetitive.”

A standout moment of the January session was an inspiring conversation with Dr. Brian Payne, Interim Provost and Executive Vice President for Academic Affairs. One scholar shared, “His story was inspiring. I often feel like I don’t belong in these spaces, and his comment about bringing a box of wine where others bring fancy wines really resonated with me... It made me feel seen.”

As in the fall, scholars had the opportunity to meet with faculty members in their fields, present their research, and receive constructive feedback. These sessions highlighted the collaborative, supportive nature of ODU’s academic community. One participant reflected, “The opportunity to present my research to the department really mirrored the job talk process. I feel a little less nervous about doing it in the future as a result.”

The program concluded with a wrap-up session led by Dr. Jenkins and Dr. Pearson, where scholars discussed their takeaways and expressed appreciation for the supportive environment they experienced at ODU. One scholar summed up their experience in a single word: “Awesome.”






Throughout both sessions of Excite the Dream, scholars left feeling more confident, more informed, and more connected to the academic career path. The program continues to provide valuable opportunities for professional growth, while highlighting ODU’s commitment to fostering talent and creating a welcoming, inspiring environment for scholars to thrive.





## OUR ACCOMPLISHMENTS

In 2024–2025, the Office of Faculty Recruitment and Retention (OFRR) remained focused on fostering a vibrant, inclusive, and supportive academic environment. Our work is central to ensuring that all faculty at Old Dominion University have the resources, community, and opportunity to succeed. Guided by our three core goals—fostering a mentoring culture, striving toward inclusive excellence, and strengthening recruitment and retention—we carried out several initiatives that continue to make a meaningful difference in the faculty experience.

### Goal 1: Foster a Mentoring Culture











-  The OFRR maintained and promoted our mentoring website to help faculty connect across disciplines. This resource continues to be an essential tool in building relationships that promote professional growth and career development.
-  Through this program, twelve new mentor-mentee matches were facilitated, providing faculty with guidance and support at key moments in their careers.
-  Insights were gathered through pre- and post-surveys to better understand mentoring expectations, how those change over time, and how the experience for both mentors and mentees can be enhanced.
-  Dr. Shanda Jenkins presented findings from this research at the 2025 National Association of Diversity Officers in Higher Education (NADOHE) Annual Conference, highlighting our efforts on a national stage.
-  Events recognizing the importance of mentorship were held throughout the academic year.
-  The OFRR collaborated with the Center for Faculty Development on mentoring initiatives across the colleges.

### Goal 2: Striving Towards Inclusive Excellence

-  More than 18 campus-wide events focused on awareness, information sharing, and belonging were hosted, reaching over 669 participants. These gatherings help create a more connected and informed faculty community.
-  Monthly meetings with College Diversity Leaders (Team JEDI) offered a space to share updates, coordinate efforts, and move collective goals forward.

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-  Dr. Shanda Jenkins attended the 2025 Annual Conference held by the National Association of Diversity Officers in Higher Education (NADOHE) which serves as a vital platform for diversity professionals and institutions of higher education, offering essential resources aimed at promoting equity and dismantling systemic oppression.
  -  Dr. Shanda Jenkins was selected to participate as a Fellow in the NADOHE Academic Diversity Officer Fellows Program, a highly competitive, year-long professional development initiative that supports early-career Officers through structured mentorship, leadership training, and national collaboration. Her participation enhances institutional leadership capacity and advances strategic efforts focused on inclusive excellence in higher education.
  -  Through the Virginia Division of NADOHE, monthly meetings with peers across the state were held to exchange ideas, build relationships, and strengthen a shared mission.
  -  Service was provided as Co-PI on the NSF ADVANCE Adaptation Grant project, Re-envisioning Inclusive and Sustainable Excellence (RISE)—a \$1 million investment in supporting the advancement of women in STEM at ODU.
  -  Institutional safety and awareness were supported by participation in the Sexual Assault Resource Team Committee (S.A.R.T) and serving as the Title IX Deputy for Academic Affairs.
  -  A timeline highlighting Black Excellence at ODU was created, celebrating the powerful legacy and ongoing impact of Black faculty and staff.
  -  Increased outreach through Facebook (33 new, 182 total followers), Instagram (39 new, 139 total followers), and LinkedIn (28 new, 100 total followers) helped keep faculty and prospective hires informed and engaged.
  -  Worked with the Office of Talent Management and Culture and the Monarch Taskforce for Inclusive Excellence.
  -  Collaborated with the Office of Talent Management and Culture, the Office of Intercultural Relations (OIR), and the Associate Vice President for Wellbeing & Belonging in the Division of Student Enrollment, Engagement & Services on campus wide initiatives
  -  Dr. Shanda Jenkins served on a Faculty Senate Committee, contributing to shared governance and helping to ensure fairness in faculty-related matters.

### Goal 3: Improving Recruitment and Retention Efforts

-  Two Virtual Excite the Dream programs were hosted, one in September 2024 with six participants and one in January 2025 with fifteen, drawing scholars from 18 universities. These programs remain vital to building strong faculty pipelines and advancing the name of our institution across the country.
-  Recruitment plan processes and procedures were revised to streamline the search process to enhance the overall recruitment experience and ensure a more consistent, transparent approach to hiring.
-  Recruitment plans for every faculty position were reviewed, and our office collaborated with search committees to facilitate the hiring of new faculty members, ensuring broad candidate pools and alignment with university goals.
-  Attended the Southern Regional Education Board's Institute on Teaching and Mentoring, the nation's largest gathering of underrepresented Ph.D. scholars.
-  Created and updated a list of Hispanic Serving Institutions, Historically Black Colleges and Universities, Native American Serving Non-Tribal Institutions, and Asian American and Native American Serving institutions with terminal degree programs to be used by search committees as a resource for recruiting diverse faculty.
-  Workshops, Virtual Watch Parties, and Virtual Cafés were organized to provide valuable opportunities for faculty to learn from each other and engage in timely conversations.
-  A General Faculty Meeting was hosted to offer a transparent and direct space for faculty to engage with leadership and ask questions.
-  Facilitated New Faculty Orientations and Reunions to build cohorts and allow opportunities for connections across the university.
-  Worked with the Climate Committee to review results of surveys and enable changes for the better.
-  Reviewed and discussed COACHE survey data to determine strengths, weaknesses, and opportunities for improvement.
-  Attended the Future World Changers in the Academy Conference deepened the understanding of the experiences of women in academia and strengthened recruitment outreach.
-  Consistent meetings with campus leaders, departments, and individual faculty were held to share resources, support inclusive practices, and ensure all faculty have access to what they need to thrive.



## OUR PLANS FOR THE FUTURE

As we look ahead to 2025–2026, our work remains just as critical. The recruitment and retention of faculty are essential to the strength and future of Old Dominion University. Our efforts will continue to be guided by ODU's strategic plan and our three core goals as we respond to faculty needs, support professional success, and contribute to a stronger university community.



Expand educational training opportunities while providing a safe place for faculty to have a voice and focus on community building.



The OFRR mentoring website will continue to be supported and promoted to encourage mentoring across colleges and disciplines.



Data from surveys and conversations will be used to refine and improve the mentoring experience for both mentors and mentees, ensuring meaningful and lasting connections.



The OFRR Advisory Board will be relaunched to gather valuable feedback, strengthen communication, and guide the direction of the office's work.



The online resource center will be expanded to give faculty easier access to useful tools, research, and program information.



Excite the Dream will continue to be hosted, along with college-specific recruitment fairs to help departments connect with future faculty members.



Amplify Old Dominion University's presence in National, Regional, and Community organizations.



Continue building collaborative relationships with campus partners to strengthen faculty support efforts across colleges and departments.



Collaboration with departments to facilitate hiring for faculty positions through updated policies, targeted recruitment strategies, and training initiatives.



Expand collaboration with Macon & Joan Brock Virginia Health Sciences to enhance recruitment and retention efforts.



Research-based practices will be prioritized, ensuring recruitment and retention strategies are informed, effective, and aligned with national best practices.



Updating and coordinating faculty exit interviews and surveys to obtain more data.



Maintain faculty data analysis with an emphasis on enhancing departmental and college climates and cultures to retain faculty.



Build upon efforts to provide meaningful support for faculty at every career stage by offering resources, guidance, and opportunities that foster growth, connection, and success.

## Thank You

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We would like to express our sincere gratitude to all those who supported us in achieving our goals and mission this year.

- College of Arts and Letters
- Strome College of Business
- Darden College of Education and Professional Studies
- Batten College of Engineering and Technology
- Ellmer College of Health Sciences
- College of Sciences
- Ellmer School of Nursing
- Eastern Virginia Medical School
- EVMS School of Health Professions
- Joint School of Public Health
- School of Cybersecurity
- School of Supply Chain, Logistics, & Maritime Operations
- School of Data Science
- The Graduate School
- University Libraries
- Office of the President
- Office of the Provost
- Division of Academic Affairs
- Center for Faculty Development
- Office of Quality Enhancement Plan Initiatives
- Office of Talent Management and Culture
- Division of Student Enrollment, Engagement & Services
- University Strategic Communication and Marketing



A special thank you to the faculty members who shared their knowledge with the ODU community through presentations, conversations, and panel discussions.

- [Brian Payne](#), Provost & Executive Vice President for Academic Affairs
- [Yvette Pearson](#), Vice Provost, Faculty Affairs & Strategic Initiatives
- [Jane Alberdeston](#), Department of English
- [Orlando Ayala](#), Department of Engineering Technology
- [Remica Bingham-Risher](#), Director of Quality Enhancement Plan Initiatives
- [Steffon Campbell](#), Department of Communication & Theatre Arts
- [Brett Cook-Snell](#), Department of Educational Leadership & Workforce Development
- [Kate Couch](#), Title IX Coordinator
- [Norou Diawara](#), Department of Mathematics & Statistics
- [Nestor Escobales](#), Department of Engineering Technology
- [Annette Finley-Croswhite](#), Center for Faculty Development and Department of History
- [Holly Gaff](#), Department of Biological Sciences
- [Veleka Gatling](#), Associate Vice President for Community Relations
- [Dennis Gregory](#), Department of Educational Leadership & Workforce Development
- [Luis Guadano](#), Department of World Languages & Cultures
- [Vukica Jovanovic](#), Department of Engineering Technology
- [Kristal Kinloch-Taylor](#), Center for Faculty Development
- [Alison Lietzenmayer](#), Department of Communication & Theatre Arts
- [Jeanee Miller](#), Department of Sociology & Criminal Justice
- [Megan Mize](#), Office of Academic Innovation & Learning Support
- [Ron Moses](#), Intercollegiate Athletics
- [Christina Rodriguez](#), Department of Psychology
- [Lanah Stafford](#), Office of Academic Innovation & Learning Support
- [Ana Luz Williams](#), Undergraduate Admissions

We would like to express our sincere gratitude to all the individuals who supported us this year. You all have helped to advance inclusive excellence at Old Dominion University.

We want to give a special thank you to Ms. Alison Lietzenmayer, for volunteering your time to help organize and facilitate this academic year's events.



## CONTACT US

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