

PROVOST'S COUNCIL RETREAT
INNOVATION RESEARCH PARK CONFERENCE ROOM – 4211 MONARCH WAY
TUESDAY, JULY 12

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| 8:30-9:00 a.m. | Continental breakfast |
| 9:00-9:30 a.m. | Discussion of Goal 1
1. Provide students with the tools to succeed |
| 9:30-9:45 a.m. | Break |
| 9:45-10:40 a.m. | Continue discussion of Goal 1 |
| 10:40-10:50 a.m. | Break |
| 10:50-12:15 p.m. | Discussion of Goals 2 and 3
2. Gain a national reputation through key academic programs and scholarship
3. Invest strategically in research to spur economic growth
a. ODU research update (bring attachment) |
| 12:15-1:00 p.m. | Lunch |
| 1:00-3:00 p.m. | Discussion of Goals 4 and 5
4. Enrich the quality of campus life
a. Diversity among faculty (bring attachments) – Gwen Lee-Thomas
5. Expand international connections
a. Expanding study abroad opportunities for our students (bring attachment) – Chandra de Silva |
| 3:00-3:15 p.m. | Break |
| 3:15-4:15 p.m. | Discussion of Goal 6
6. Build strong civic and community relationships |
| 4:15-4:30 p.m. | Wrap up |

PROVOST'S COUNCIL RETREAT
July 12, 2011
Minutes

The Provost's Council retreat was held on Tuesday, July 12, 2011 from 8:30 a.m.-4:30 p.m. in the Innovation Research Park Building II. Those present were Carol Simpson (Chair), Osman Akan, Ali Ardalan, Debbie Bauman, Oktay Baysal, Richardean Benjamin, Andy Casiello, Chandra de Silva, Jim Duffy, Linda Irwin-DeVitis, Janet Katz, Gwen Lee-Thomas, Brenda Lewis, Terri Mathews, David Metzger, Shelley Mishoe, Ginny O'Herron, Renee Olander, Chris Osgood, Chris Platsoucas, Mary Swartz, Linda Vahala, Charles Wilson, and Gil Yochum. The group discussed the 2009-14 Strategic Plan and progress toward achieving the Plan's goals and objectives.

1. Discussion of Goal 1 – Provide students with the tools to succeed

Carol Simpson stated that the advising workshops and brown bag seminars will continue, workshops for new faculty will be held throughout the year, Academic Affairs will work with Ellen Neufeldt and the new Student Engagement and Enrollment Services unit, and an effort will be made to improve the evaluations for faculty, including adjunct faculty. Chandra de Silva will be responsible for the workshops for new faculty; he asked the deans to consider sponsoring discussions on teaching and learning in each college.

Members of the group made the following comments related to Goal 1.

- The College of Sciences has a 150 Club, which provides an opportunity for faculty who teach more than 150 students in a large lecture to meet and share ideas.
- Graduate Studies offers sessions on teaching for TAs, and these sessions are open to faculty.
- Arts and Letters also has sessions for TAs each semester
- TAs could bring ideas about teaching to more senior faculty who may not be as comfortable with the changing technology.
- Information for adjunct faculty is available on the CLT website. The deans were asked to make adjunct faculty aware of the resources and information available from CLT.
- Peer-to-peer teaching evaluations are useful.
- Engineering and Technology uses project-based, problem-based learning with students in teams. They are also using team teaching in courses. They plan to use more unstructured learning experiences by giving students projects that they work on outside of the classroom.
- In the Education Foundations and Leadership Department, students will focus on problems and issues.
- In Health Sciences, students conduct projects and work in and with the community.
- Senior undergraduates in Sciences have the opportunity to participate in teaching as undergraduate peer assistants.
- Specific activities in Sciences include:
 - The Math/Science Resource Center
 - Focus on improving the DFWI rate

- 24/7 online tutoring
- Peer-led study groups
- Refresher courses in the summer (grant funding is needed)
- SCALE-UP program in Physics (student-centered-active-learning-environment for undergraduate-programs)
- In an effort to improve student success in math courses, the college will offer a pilot program in the fall for math classes with a required recitation section. Students at risk of not succeeding (<3.0 high school GPA) will be identified at Preview and encouraged to enroll.

David Metzger distributed handouts on undergraduate research activity in the colleges and proactive/reactive academic enhancement plans.

Carol Simpson stressed the need to focus on helping faculty to be successful as teachers. Final thoughts and comments on goal 1 are as follows.

- Peer evaluations and portfolio reviews are useful tools. A culture will be needed in order for faculty to accept peer evaluations.
- While student opinion surveys are useful in providing feedback to faculty in order to improve their teaching, they should not be used as meaningful data in the evaluation of faculty.
- Our faculty need to understand our students and how to tailor what we do to work with the students we have.
- The recent webinar on higher education reported the positive effect of requiring students to read more than 40 pages per week and write 20+ pages during the semester.
- Should we develop competencies across all colleges and departments that all our students should have?
- Should we develop criteria for an effective faculty member along with the tools needed to assess faculty effectiveness?

2. Discussion of Goal 2 – Gain a national reputation through key academic programs and scholarship

Discussion of Goal 3 – Invest strategically in research to spur economic growth

Carol Simpson has asked for regular program reviews. Every academic program should be reviewed at least once every five years. If this has not happened, the colleges must have a plan for how to conduct any needed reviews in the next two years. Dr. Simpson will follow up with the deans as needed.

Each dean was asked to report on key academic programs, both current programs and those that should develop in the next five years.

A. Arts and Letters

- International studies program – successful at attracting good students and placing them; recent success attracting grants

- Creative writing – nationally recognized faculty
 - Criminal justice – 1,000 majors; robust online program; faculty are outstanding scholars and obtaining grants
- B. Business and Public Administration
- The college houses five top journals.
 - Ph.D. in business administration
 - Maritime and supply chain management – may be in top 5 out of approximately 15 programs in the country
 - Information technology faculty are aligning with computer science and are achieving funding.
 - Global MBA program is ranked
 - Urban development and growth, including forecasting
 - Center for Real Estate Development
- C. Education
- The college was ranked #9 in the country in U.S. Department of Education funding.
 - Counseling was ranked #1 in the country last year.
 - STEM programs are developing and will be exceptional.
 - Educational leadership is getting stronger.
 - Communication disorders
 - Kinesiology
 - The Center for Educational Partnerships is involved in major initiatives and projects and is working with the military and Norfolk City schools.
- D. Engineering and Technology
- The college faculty are strong in scholarship.
 - Engineering management and engineering technology programs differentiate us regionally.
 - Marine engineering and coastal engineering programs build on regional strengths.
 - Programs in modeling and simulation, bioelectrics, system of systems engineering, and micro/nano-technologies have centers, institutes, and research grants that raise the reputation and profile of the college.
- E. Health Sciences
- The college is known for distance learning and online programs.
 - Dental hygiene – has national reputation but here are no rankings available for undergraduate programs
 - Physical therapy – ranked approximately 50th nationally
 - Planned increase in collaborations with EVMS
 - Plans for cross-disciplinary Global Health initiative

F. Sciences

- The college has substantially increased research and training grant awards by 78% to \$20.6 million over a period of three years. These grant awards are coming primarily from federal agencies.
- The college has nationally and internationally recognized faculty.
- The recruitment of investigators with strong research programs, national and international reputations and substantial current research grant support that can be transferred to ODU is emphasized. This senior faculty recruitment has been balanced with the recruitment of very promising faculty at the assistant professor level.
- Physics, oceanography and computer science were noted as among the top programs.

G. Distance Learning

- Strengthening relationships with community colleges and reconnecting with some community colleges in a different way
- Developing new online programs
- Implementing new web environment and new approach to marketing
- Seeking funding

H. Higher Education Centers

- Working on orientation for faculty on the CLT website
- Have made significant upgrades in faculty space at Tri-Cities and Peninsula Centers
- Have also made significant upgrades in student support services

An ODU Research Update prepared by Mohammad Karim was included with the agenda.

3. Discussion of Goal 4 – Enrich the quality of campus life

Carol Simpson stressed the need to improve the diversity among our faculty and noted this is an area of concern. We must be more aggressive in our approach to the recruitment of underrepresented minority faculty.

Gwen Lee-Thomas presented a proposal to develop a recruitment, retention and success model for underrepresented minority faculty at Old Dominion University and distributed materials. The overall intent is to do the following:

- Maximize the efforts of current practices that are necessary to ensure that underrepresented faculty and Ph.D. students are attracted to ODU.
- Enhance those recruitment, retention and success practices by creating or fostering a cultural shift in expectations through incentives and rewards.
- Establish a Task Force that views ODU's practices, identifies barriers, offers solutions to removing the barriers, and identifies appropriate practices that can be measured with benchmark activity.
- Encourage a cultural shift that fosters organizational learning, development, and growth by embracing the diversity that underrepresented minority faculty bring to the institution and accept it as a strength rather than a challenge.

- Encourage broader and creative efforts from the various colleges across ODU in implementing strategies and practices that lead to a common set of outcomes regarding the diversity of our faculty and Ph.D. student population.

Members of the group suggested the following incentives and rewards.

- Provide additional faculty lines; that is, provide the college or department with an additional faculty line when a minority faculty member is hired
- “Grow your own” future faculty
- Provide salary incentives
- Create assistant professor positions instead of lecturers
- Make strong connections with historically black colleges and universities (HBCUs) and minority serving institutions (MSIs) at the faculty level
- Recruit from parallel programs at MSIs
- Create student exchange programs with MSIs
- Seek grant funding to promote inclusivity
- Develop projects with HBCUs and MSIs
- Host chapters of national organizations

The group also discussed graduate students and how to foster their success. Carol Simpson stated that all departments should know their graduate students and keep up with their progress toward their degree. Brenda Lewis noted the concern of some graduate students that they feel outside the loop in their college and are not receiving adequate feedback from faculty. The following ideas regarding the success of graduate students were suggested.

- Increase participation in graduate research day – one day each year devoted to graduate students’ research
- Work with the Graduate Student Organization and encourage them to link with organizations in the colleges
- Expand the program on preparing future faculty to include preparing future professionals

4. Discussion of Goal 5 – Expand international connections for our students

Chandra de Silva presented information on Expanding Study Abroad Opportunities for Our Students: Some Thoughts; the document was included with the agenda. He expressed his desire to integrate international programs into college curricula. He has asked the Interim Director of International Programs to establish more linkages with the colleges. Dr. de Silva also asked the deans to consider increasing the amount of money devoted to study abroad to \$5,000 per college, which will be matched by Study Abroad. This was agreed to by each of the deans.

Ideas and comments from the group are as follows.

- Develop more active international faculty exchanges
- Build more links between study away programs offered through Student Engagement and Enrollment Services and study abroad programs offered in Academic Affairs

- Sciences is working to find schools for a semester abroad and have everything in place regarding the courses to be taken and their application to the students' curricula at ODU
- Bring more students to ODU on study abroad
- Tap into NATO
- Improve the support system for international students once they arrive at ODU
- Investigate the possibility of short-term housing, which will help increase the number of faculty exchanges
- Investigate the possibility of an international house for students
- Make online and distance learning students aware of study away and study abroad opportunities

5. Discussion of Goal 6 – Build strong civic and community relationships

Carol Simpson stated that one of the principal goals of the ODU Business Gateway is to be more responsive and friendlier to the community as a whole. Gwen Lee-Thomas has been asked to work with individuals on campus to compile information and data on community engagement. Dr. Lee-Thomas noted the purpose of the project is to coordinate the following three components.

- Internal communication – how are requests from the community received, how are they resolved, and what is the process for response
- Develop a listing of all the activities at ODU regarding community engagement and outreach; package the information and inform the community
- Work with students to create characteristics and expectations for an ODU citizen

The following community engagement activities and outreach efforts were reported by the deans.

A. Arts and Letters

- Houses the Social Sciences Research Center, which is the go-to unit for surveys
- Arts programming – Literary Festival, Diehn Concert Series, ODU productions, University Gallery
- Africa Day
- Caribbean Day
- Europe Day
- Institute for Jewish Studies and Interfaith Understanding
- Writers in the community program
- Various lecture series
- Service learning activities, including work in South Africa and Trinidad and Tobago
- Faculty serve on community boards
- Criminal justice faculty serve as consultants in the community

B. Business and Public Administration

- Executive Development Center offers continuing education, certifications and classes for businesses

- Economics Club
- Insurance Institute
- Real Estate Institute
- Propeller Club
- Public policy week
- Student internships

C. Education

- Focus on clinically-based education
- Host sessions with stakeholders
- Advisory boards
- Exploring major service learning grant
- Blair Middle School program
- Partner with area schools, recreation centers, and mental health centers
- Contract for mental health services on the Eastern Shore
- Program for children with cochlear implants
- Provide service for Norfolk Public Schools through communication disorders program and faculty
- Work with military children
- Big Read program
- Hampton Roads writing project
- Troops to Teachers program
- Career Switchers program
- Work with children in Child Education Center
- Partner with United Way
- Student internships

D. Engineering and Technology

- Corporations involved in college, department, center and institute advisory boards
- Applied Technology Professional Development Center offers continuing education
- Faculty serve as consultants
- Faculty serve on 30+ boards
- Work with Lambert's Point church on the building structure
- Summer camps for community children
- Newsletter to the community
- Project Lead the Way for high school and junior high school children
- Student chapter of Engineers Without Borders
- First Lego program
- First Robotics program
- CHROME

E. Health Sciences

- Dental hygiene clinic – 6,500 care visits last year
- 50% of graduates work in the Hampton Roads area

- Service learning is integrated with local, regional and international hospitals and health centers
- Continuing education programs offered for health professionals
- Advisory board
- Will implement monthly newsletter

F. Sciences

- Create jobs through grant support
- Relationships with federal agencies – Jefferson Lab, NASA Langley and NOAA
- Relationships with state agencies
- Activities with area high schools. Science on Saturdays sections on campus for area high schools.
- Host Virginia science and engineering fair
- Host national and international conferences
- Partner in Great Computer Challenge
- Relationship with Virginia Aquarium
- Relationship with Norfolk Botanical Garden
- Use the Advisory Board of the college to provide colloquia on professional development for undergraduate and graduate students and postdoctoral fellows.

6. Carol Simpson made the following announcements and updates.

- A. Gwen Lee-Thomas will take the lead in updating progress on the Strategic Plan.
- B. An external review of the Research Office and ODURF will be conducted. This review is part of the University's regular review of each major area of activity. Gwen Lee-Thomas is assisting with the review.
- C. The consultant on salary compression has the salary data and will provide input to the University in the next few weeks. The most egregious cases will be addressed first.