Charges to Strategic Planning Committees
in preparation for
Old Dominion University’s Strategic Plan: 2014-2019

Overall Guidance to All Committees

Principal Themes
- Upholding Old Dominion University’s position as a major doctoral research university
- Developing and integrating an entrepreneurial culture across all academic colleges
- Becoming a more significant economic engine for the region
- Building a vibrant culture of campus, local, and regional community engagement
- Upholding the multicultural identity of the campus and quality of university life
- Expanding international connections and engagement
- Enhancing strategic partnerships with a wide range of educational, governmental, corporate institutions
- Enriching a student-centered culture to support students' personal growth, physical and emotional well-being, and academic success

Considerations:
- Institutional strengths and challenges: regional, national, and international
- External opportunities and threats: regional, national, and international
- Areas of distinctiveness in academic programs
- Areas of distinctiveness in research and scholarly activity
- Research policies and practices to support and enhance the research environment
- Leveraging geographic advantages
- Sustainable directions; succession planning in faculty and administrative areas
- Service to military and veterans
- Ideal size and composition of student body
- Balancing quality, affordability and access
- Ideal size and composition of faculty, especially with respect to faculty diversity
- Instructional Delivery: face-to-face vs. technology-delivered/on- vs. off-campus
- Competition for on-line offerings in higher education
- Role of regional centers
- Perspectives of stakeholders, beneficiaries, state and federal legislators
- Measurable outcomes and accountability for attaining goals
- Realistic resource requests for each goal
- Presumption of resource reallocation rather than new resources

Resources to Be Provided
- Planning documents and recommendations arising from the Strategic Enrollment Management Committee
- Existing University-level Strategic Plan documents and those for individual units within the University
- Enrollment, Degree, and Resource Trends by Department and Program
- SCHEV Institutional Performance Measures
- Other information as requested
1. ACADEMIC AND RESEARCH STrengths
   A. Support and move forward our academic and research strengths (VMASC, Bioelectrics, Physics, Counseling, Information Technology, Cybersecurity, Creative Writing, Nursing, etc.);
   B. Champion engaging and innovative teaching in on-line and F2F formats;
   C. Increase real world experience for students through undergraduate research opportunities and through competitions such as the Solar Decathlon and the College Fed Challenge;
   D. Create graduate and undergraduate programs that are relevant for future job expansion in key clusters, including experiential learning.

2. ENROLLMENT MANAGEMENT
   A. Keep tuition competitive and affordable;
   B. Right-size the University and shape our enrollment and cultural fabric through graduate, undergraduate, and special populations (e.g. military, transfer, international);
   C. Improve retention and graduation rates;
   D. Enhance student onboarding and student services;
   E. Expand on-line offerings through ODU’s DL and “disruptive” technologies.

3. ECONOMIC DEVELOPMENT & ENTREPRENEURSHIP
   A. Become the economic development engine that drives the Hampton Roads region through expanding economic development initiatives with Eastern Virginia Medical School and others;
   B. Teach, grow and nurture tomorrow’s innovators through an entrepreneurial interdisciplinary curriculum geared to students across all disciplines;
   C. Establish an entrepreneurial center and co-curricular programming, mentoring, competitions, social entrepreneurship;
   D. Expand the culture of entrepreneurism on campus into research and IP commercialization efforts.

4. COMMUNITY ENGAGEMENT: LOCALLY AND GLOBALLY
   A. Enhance Campus Life through student engagement and service learning with local communities;
   B. Incorporate Community Engagement principles into curriculum and faculty research, including international experiences;
   C. Become the state’s central authority on Early Childhood Development Policy in partnership with the Elevate Early Education organization;
   D. Provide quality continuing and professional education to regional and global community through on-line and F2F offerings, on campus and at HECs.