Forward-Focused: Where Innovation Meets Possibilities

Old Dominion University
2023-2028 Strategic Plan
DRAFT WORKING COPY

October 2022
CAMPUS COMMENT PERIOD

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Introduction

Since its founding 92 years ago, Old Dominion University has sought to have a positive impact on the lives of those within the Coastal Virginia community and across the Commonwealth. The University is dedicated to continuing this trajectory while focusing on innovation in academics and research and on entrepreneurial developments that affect the region, nation, and world. This strategic plan was developed with this commitment in mind.

A Message from President Brian O. Hemphill, Ph.D.

Greetings, Monarch Nation!

Through embracing a culture of innovation, I am pleased to share the incredible work of our dedicated campus in charting a clear course for the future engagement and success of Old Dominion University. This bold plan is truly a reflection of our students, faculty, staff, alumni, and friends, who have a lasting legacy of making a significant difference on our campus, in the community, across the Commonwealth, and beyond!

For more than a year, campus stakeholders engaged in a comprehensive process to develop a five-year strategic plan, thereby determining both the short-term focus and long-term success of our institution, which – above all else – will be dedicated to students. With nearly 300 individuals serving on a total of 12 groups, 32 goals and 106 strategies were carefully developed across seven focal areas.

The title, "*Forward-Focused: Where Innovation Meets Possibilities*," is a direct reflection of the bold and innovative goals and strategies that were brought forth by those directly involved in thinking and rethinking the future of our great institution. As this important work has generated great excitement and opportunity for Monarchs, the future has boundless possibilities!

With Monarch Pride,

Brian O. Hemphill, Ph.D.
President

A Storied History of Transformational Excellence

Old Dominion University is one of the premier higher education institutions in Virginia. It opened its doors in 1930 as the Norfolk Division of the College of William & Mary and the Virginia Polytechnic Institute. The original two-year institution grew into a four-year baccalaureate institution in 1956 and earned independence from William & Mary in 1962, becoming Old Dominion College. In 1969, Old Dominion College was renamed Old Dominion University. Master's and doctoral degrees were first awarded in 1966 and 1975, respectively. Distance education courses were offered as early as the 1950s.

With over 24,000 students across 175 programs on campus and 100 online, the University today contributes over $2.6 billion to Virginia's annual economy. Significantly, 54% of students come from underrepresented ethnic groups. The University is located near the world's largest naval base and the only NATO command on U.S. soil. A quarter of the student body is connected to the U.S. military, and the University has been consistently recognized for its efforts to educate active-duty personnel, veterans, and their families.

As recently as the 1980s, the University's reputation was largely regional in scope, with a focus on commuter students and localized workforce development. Several factors have contributed to its broad evolution and global reach: the addition of numerous research-focused doctoral programs; the founding of the pioneering TELETECHNET distance-learning platform; the creation of a residential main campus with robust student programming; and the expansion of athletics to include a wide variety of teams and club sports. Today, the University takes great pride in its world-class faculty, dedicated staff, and diverse student body.

The University, which generates more than $78 million annually in research and sponsored-program expenditures, was designated a Research 1, or R1, institution by the Carnegie Classification of Institutions of Higher Education in December 2021. In addition to the University's growing research enterprise, many other exciting initiatives are coming to fruition, including a health sciences center in partnership with Eastern Virginia Medical School (EVMS) and Sentara Healthcare; a School of Supply Chain, Logistics, and Maritime Operations and a School of Data Science; a new major in manufacturing engineering technology; and funding for a new five-story, state-of-the-art biology building.

The next five years will be critical for the University's growth and further development. Increasing competition among institutions of higher education in the Commonwealth and beyond will require that the University strengthen its reputation among prospective undergraduate applicants, as well as those pursuing advanced degrees. Fast-changing workforce needs will necessitate the design of new majors and degree programs. Stronger institutional, industry, and government partnerships – both regional and national – will ensure that the University advances its Carnegie R1 status.

An Overview of Methodology and Process for Strategic Planning

Context

With the University focused on charting a clear course for its future and continued success, a group of nearly 300 stakeholders embarked on an inclusive and intensive year-long planning process, leading to this comprehensive document, "*Forward-Focused: Where Innovation Meets Possibilities.*"

Process

In Fall 2021, the University's President and administrative staff launched the strategic planning process by seeking nominations from the campus community and its stakeholders to form key groups. By November 2021, 12 were formed:

- Steering Committee;
- Mission and Core Values Subcommittee;
- Challenges and Opportunities Subcommittee;
- Academic Excellence Subcommittee;
- Branding, Marketing, and Communication Subcommittee;
- Corporate/Community Partnerships and Economic Development Subcommittee;
- Philanthropic Giving and Alumni Engagement Subcommittee;
- Research Growth Subcommittee;
- Strategic Enrollment Growth Subcommittee;
- Student Engagement and Success Subcommittee;
- Budget Team; and
- Writing Team.

The Steering Committee; Mission and Core Values Subcommittee; and the Challenges and Opportunities Subcommittee began meeting at the end of November 2021. Focus groups organized by the Office of Institutional Effectiveness and Assessment gathered stakeholder recommendations and concerns about the University's future direction and informed the two subcommittees' findings. The work of the Steering Committee and the subcommittees was followed in January 2022 by the Academic Excellence Subcommittee; Branding, Marketing, and Communication Subcommittee; Corporate/Community Partnerships and Economic Development Subcommittee; Philanthropic Giving and Alumni Engagement Subcommittee; Research Growth Subcommittee; Strategic Enrollment Growth Subcommittee; and Student Engagement and Success Subcommittee. Lastly, the Budget Team began its deliberations in April 2022, with the Writing Team assuming its duties shortly thereafter. Each group met weekly or biweekly until its tasks were accomplished and its findings presented to the Steering Committee for detailed review, robust discussion, and preliminary approval. Additional input was sought from the President's Cabinet and Leadership Council.
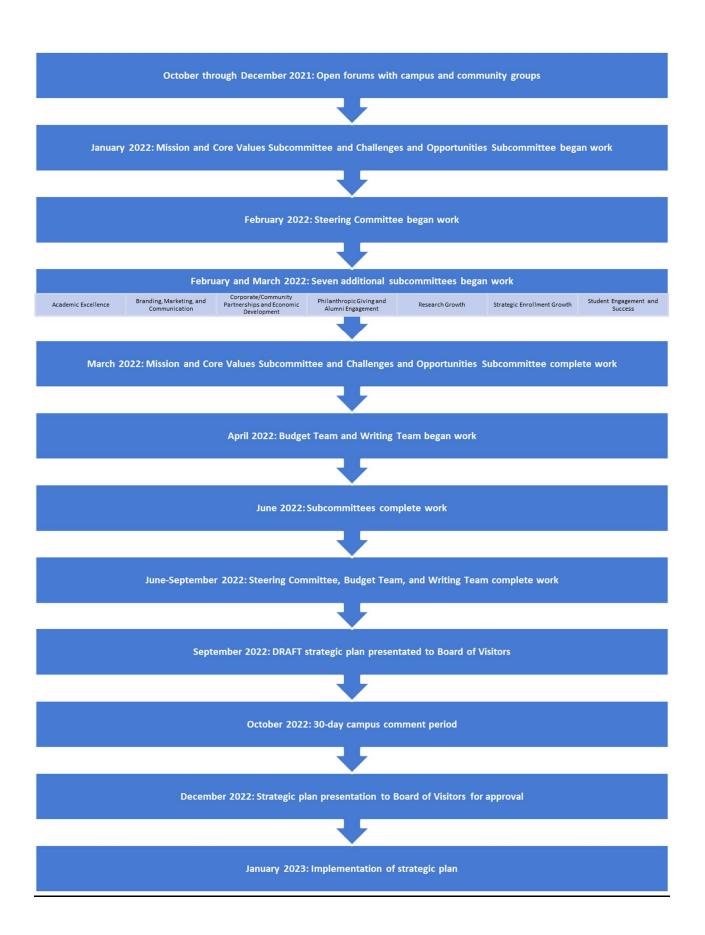
In September 2022, a strategic plan draft was presented to the Board of Visitors, and a campus-wide comment period followed. In October 2022, a working draft was shared with the campus for a 30-day comment period. Following campus feedback, the Board of Visitors approved the final version at the end of the calendar year. The strategic plan, "*Forward-Focused: Where Innovation Meets Possibilities*," began implementation in January 2023.

Participants

Those involved in the process are dedicated members of University leadership, faculty, staff, students, alumni, and the Coastal Virginia community.

Timeline

See graphic on the following page.

October through December 2021: Open forums with campus and community groups

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January 2022: Mission and Core Values Subcommittee and Challenges and Opportunities Subcommittee began work

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February 2022: Steering Committee began work

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February and March 2022: Seven additional subcommittees began work

Academic Excellence	Branding, Marketing, and Communication	Corporate/Community Partnerships and Economic Development	Philanthropic Giving and Alumni Engagement	Research Growth	Strategic Enrollment Growth	Student Engagement and Success

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March 2022: Mission and Core Values Subcommittee and Challenges and Opportunities Subcommittee complete work

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April 2022: Budget Team and Writing Team began work

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June 2022: Subcommittees complete work

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June-September 2022: Steering Committee, Budget Team, and Writing Team complete work

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September 2022: DRAFT strategic plan presentated to Board of Visitors

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October 2022: 30-day campus comment period

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December 2022: Strategic plan presentation to Board of Visitors for approval

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January 2023: Implementation of strategic plan

Identification of Goals and Strategies

During Spring 2022, the nine strategic plan subcommittees tasked with developing the goals and strategies for the University's strategic plan met systematically and routinely to collect and analyze data, discuss key findings, and develop strategic goals to guide the University's future. Specifically, subcommittees reviewed internal and external focus group data, informational graphs produced by the Office of Research using the Integrated Postsecondary Education Data System (IPEDS), Old Dominion University Research Foundation (ODURF) proposal and award data, and market research data. In addition to quantitative data, the subcommittees sought input from experts across the University including, but not limited to the Director of Institutional Effectiveness and Assessment, the University's Budget Officer, and the Associate Vice President for Academic Affairs. Subcommittees then worked together to draft the goals, presenting those goals first with the Steering Committee followed by the President's Cabinet and Leadership Council.

Importance of Key Performance Indicators

In addition to developing a robust plan, regular reporting and transparency are critical components to short-term implementation and long-term success of the identified initiatives. As a result, key performance indictors (KPIs) are provided for each goal and strategy. These items include baseline and target metrics, as well as a responsible party, timeline, and budget. As such, progress reports will be developed and shared twice a year to provide an update on the status of exceeding, meeting, or missing the identified KPIs.

Budget

As part of the year-long strategic planning process, a robust budget component was embedded in the overall efforts of the seven subcommittees. A separate budget template was developed by the Budget Team and completed by the subcommittees for each strategy. The forms were developed to fully understand the resource types (one-time or recurring and new or reallocation), as well as the expense categories (personnel, operating, etc.)

The Budget Team reviewed the submissions for completeness, soundness, and feasibility, especially as it related to revenue generation. To determine a desired path for both implementation and outcomes, members of the Budget Team held individual meetings with representatives from each subcommittee.

With implementation of the strategic plan, a Monarch Investment Fund will be established to house additional resources for new initiatives, as well as expanded activities in existing areas. An annual contribution will be made for each year in the reporting period. A budget bulletin will be provided as part of the twice-yearly updates to keep the campus informed of the overall investment and related progress. Additionally, an internal budget document will be developed and made available to the designated responsible parties.

Transparency and Accountability

The University's strategic plan and the process towards its development were open and public, including public comment periods. The University maintained a public section on its website with membership and timeline information, as well as real-time meeting minutes from each of the various committees, subcommittees, and teams. Regular meetings both in person and using synchronous technologies occurred throughout 2022, and working documents were visible to all administrators and subcommittee members in the University's Microsoft Teams platform. Further accountability was upheld with regular reports and updates to chairs and co-chairs, as well as the University administration.

Opportunities and Challenges

Introduction

The University will strive to take advantage of numerous opportunities, while rising above several challenges, in pursuit of the goals and objectives outlined in this strategic plan. As identified in this section, the various opportunities and challenges cover a wide gamut, including staffing, reputation, funding, and infrastructure. Many are addressed fully in subsequent sections of the plan, while some will require ongoing study. At the core, there is a deep commitment to ensuring more students are successful through greater levels of both retention and graduation.

Opportunities

Overarching Themes

1. **Strategic Planning Assessment:** Create a data-driven biennial assessment to ensure strategic plan goals are met

   Assessment will provide an ongoing mechanism to monitor the strategic plan's fulfillment of the University's goals and objectives. A data-driven biennial assessment will focus on key performance indicators to determine goal accomplishment by establishing thresholds for achievement.

2. **Academic Excellence:** Update general-education requirements to reflect evolving knowledge and better prepare students for the future

   The University will have an opportunity to reimagine instruction by decoupling from the traditional "course" paradigm mastery and employing more contemporary approaches to support student-centered learning. Many approaches will need core requirements that tie all students together – specifically using community engagement or contribution to a specific cause.

3. **Faculty Hiring:** Increase targeted hiring for specific academic and research needs and anticipated areas of institutional growth

   We will recognize our talented faculty and staff and provide them with the opportunities to be excellent leaders and supervisors in their areas of expertise. While we continue to recruit highly qualified faculty nationally and internationally, we will also value the contributions of our regional talent.

4. **Federal Reputation:** Raise the University's research profile, especially among federal entities, industry partners, and academic institutions

The University will encourage collaboration among internal and external constituents in pursuit of larger sponsored funding opportunities.

5. **Demographic Labeling:** Advocate for the University's inclusion among general High Minority-Serving Institutions (HMSI)

   The University will continue to work with our congressional delegation to expand the definition of HMSI's to include Carnegie 1 and Carnegie 2 institutions that serve 40% or more students of color.

6. **Alternative Tuition:** Explore alternative tuition models to accommodate varying student needs and increasing program complexity

   The University will promote opportunities for expedited degree completion and reduced student loan debt. Championing social mobility and creating financial literacy programs and services will be paramount to success in these areas. The University will also pursue more unrestricted scholarship funds for students in need. A tiered tuition structure will be studied in connection with professional and clinical graduate programs.

7. **Institutional Revenue:** Create new revenue streams and attract grants through new program initiatives, innovative campus facility use, and local partnerships

   Situated in Coastal Virginia, the University will use its localized knowledge and institutional longevity to form meaningful long-term partnerships and collaborations that can ultimately lead to greater financial stability.

8. **Community and Industry Collaboration:** Leverage resources and convene events to benefit the community and jump-start research and industry opportunities

   The University will continue allocating funds and developing projects that generate mutually beneficial regional partnerships and collaborations.

9. **Research Funding:** Pursue sponsored research funding opportunities and explore applied avenues that shape regional priorities for workforce and economic development

   The University will focus on discretionary, gift, and other resources from across multiple units to support research efforts and specific interdisciplinary opportunities. These will include implementing a more "forward leaning" and proactive research development strategy and incentivizing opportunities for faculty to engage in proposal development and proof-of-concept research.

10. **Experiential Learning:** Increase opportunities for paid experiential learning to engage students and benefit the community

   Well-positioned to tap into workforce development and economic development priorities, the University will create opportunities to work in close collaboration with both the PK-12 and community college sectors.

Challenges

Central Ideas

1. **Strategic Planning Assessment:** Create a biennial strategic plan assessment that ensures increased performance and enhanced learning

   While assessment is occurring across multiple academic and administrative units, a comprehensive biennial assessment will lead to greater accountability.

2. **State Support:** Address inadequate state support for salaries, research, and other operating needs that leaves the University less competitive with other public- and private-sector employers offering better pay and benefits

   Faculty and staff salaries - and increases - have not kept up with other R1 and R2 institutions. Salary equity and compression will need to be considered if the University is to retain highly effective personnel.

3. **Workflow Technologies:** Adopt integrated workflow technologies to minimize duplicated efforts and other inefficiencies

   The University will work to reduce redundant programs and outflow of funds on campus. This effort will include coordinating across different domains and affects all areas, including research, teaching, student services, and communications.

4. **Enrollment Challenges:** Analyze looming enrollment challenges, including declining numbers of high school graduates and more intense competition from other universities at both the undergraduate and graduate levels

   The University is not immune to the declining undergraduate applicant pool because of the enrollment cliff. Likewise, it will face increased competition from other universities that also aim to attract first-generation and underrepresented students. Recruiting and retaining graduate students will also require more creative marketing, particularly in the digital learning arena.

5. **"Hero Culture":** Examine the perception among faculty and staff of often doing more with less, causing overly high employee turnover

   The delivery of high-quality student support and services will depend on the hiring of faculty and staff. Heavy workloads, particularly among advisors, will need to be reduced to create a more positive student experience.

6. **Research in Hampton Roads:** Consider the reasons behind the difficulty in attracting industry and venture capital investments in research in Coastal Virginia

   The University will need to be a catalyst in diversifying the regional economy from its labor-intensive roots to include more data-focused, high-tech sectors.

7. **Campus Infrastructure:** Improve campus infrastructure, including public safety equipment, wayfinding, and data security

   The University will work to improve in-person and digital campus wayfinding to include safe parking access and campus navigation, such as the creation of a mobile platform that can provide real-time information.

8. **Local Government:** Liaison with independent municipal governments in Coastal Virginia to improve cooperation

   Regionalism will be at the forefront of the University's community engagement vision, with a focus on minimizing competition and building mutually beneficial initiatives.

9. **Multi-Use Spaces:** Research scarcity of campus multi-use spaces, including performing arts and conference centers, which limits the University's ability to engage nonprofit organizations, businesses, local governments, and the larger community.

   The University will examine building or leasing diverse, multi-use spaces for performances and other events.

Vision

Together, we will be a forward-focused public research university that is both innovative and entrepreneurial, propelling Old Dominion University to national and international prominence.

Mission

Summary Statement

Old Dominion University (ODU) is a preeminent public research university located in Coastal Virginia with world-class faculty that foster dynamic on-campus and global online learning for undergraduate and graduate students across a broad range of teaching, research, and service efforts, while enriching lives, promoting insightful and perceptive leadership, and motivating the pursuit of excellence in a diverse, inclusive, and supportive environment.

Full Statement

Old Dominion University (ODU) is a preeminent public research university located in Coastal Virginia. Our world-class faculty fosters dynamic on-campus and global online learning for undergraduate and graduate students that enriches their lives, promotes insightful and perceptive leadership, and motivates the pursuit of excellence in dedicated fields and professions. We collaborate with strategic partners to address challenges and propose solutions that impact the economy, environment, health and wellness, and social justice. In pursuit of equity and inclusion, ODU provides opportunities for educational, artistic, and professional growth to our diverse Monarch community.

Core Values

Accessibility	Nurture an accessible culture that grants educational, social, professional, and scholarly opportunities for all members of our diverse community
Collaboration	Foster a sense of collaboration through synergistic approaches and shared governance
Excellence	Pursue excellence through student success and faculty and staff achievements
Global Engagement	Promote global engagement through intercultural understanding, shared knowledge, and innovative approaches to advancing international collaborations and stewardship
Inclusion	Commit to building an inclusive community that encourages empathy, mutual understanding, and the recognition of differences
Innovation	Leverage our strengths to cultivate and educate the next generation of innovators, solving today's regional and global demands, and addressing tomorrow's challenges
Respect	Nurture a climate of care, concern, civility, and respect for self, others, the institution, and society

Accessibility: As Monarchs, we nurture an accessible culture that grants educational, social, professional, and scholarly opportunities for all members of our diverse community.

Rationale: The University provides ready access to educational and scholarly opportunities for all members of the Monarch community. We support achievement and social mobility, especially for underserved members of our community including first-generation students, minorities, people with disabilities, and military-affiliated individuals. Accessibility means that students can freely connect with faculty, that faculty enthusiastically create opportunities for students, that all student services have a human face, and that our community is open to and inclusive of differences. The University provides robust inclusion and flexible options for high quality instruction for all students, faculty, and staff with disabilities.

Collaboration: As Monarchs, we foster a sense of collaboration through synergistic approaches and shared governance.

> *Rationale:* Geographic and institutional boundaries do not define the University's community. We foster a sense of collaboration through synergistic approaches and shared governance. We connect appreciatively with each other and give back to our communities. We strive for cross-disciplinary and inter-disciplinary scholarly and academic pursuits.

Excellence: As Monarchs, we pursue excellence through student success and faculty and staff achievements.

> *Rationale:* The University is dedicated to the pursuit of excellence in student, faculty, and staff achievements. We value forward-looking scholarship, memorable creative works, exceptional education, and impactful and lasting works of service. We strive to grow and excel in all aspects of University life. We thrive on challenges and take humble pride in our accomplishments. We aim high, learn from failure, and aspire to achieve and grow.

Global Engagement: As Monarchs, we promote global engagement through intercultural understanding, shared knowledge, and innovative approaches to advancing international collaborations and stewardship.

> *Rationale:* We recognize that our mission transcends local citizenry. We strive to serve and understand global communities even as we view the unique and diverse attributes of our campus community through a worldwide lens. The University is wholly dedicated to internationalization in education, creative scholarship, research, and services. We foster global engagement through mutual respect, cultural understanding, shared knowledge, and new approaches to advancing collaborations and stewardship.

Inclusion: As Monarchs, we commit to building an inclusive community that encourages empathy, mutual understanding, and the recognition of differences.

> *Rationale:* The University is committed to building an inclusive community of empathy, mutual understanding, and the recognition of difference, where the wide variety of intersectional lived experiences are reflected in our pursuits. As one of the most diverse universities in the country, we embrace inclusion and diversity in its many forms as a representation of the richness of the human experience and as a necessary condition for maintaining a strong and vibrant learning environment. We acknowledge that the work of inclusion is not yet done and is everyone's shared responsibility.

Innovation: As Monarchs, we leverage our strengths to cultivate and educate the next generation of innovators, solving today's regional and global demands, and addressing tomorrow's challenges.

> *Rationale:* The University is innovative in its capitalization of our distinctive geography and regional position. Innovation is deep-rooted in our foundation. In academic and research initiatives, we have positioned ourselves as progressive in our focus on entrepreneurship, bioelectrics, maritime, public health, creative arts, social mobility, combatting sea-level rise, and community engagement. The University continues to leverage its unique market strengths to cultivate and educate the next generation of innovators to address tomorrow's challenges and meet regional and global demands.

Respect: As Monarchs, we nurture a climate of care, concern, civility, and respect for self, others, the institution, and society.

> *Rationale:* The University recognizes that everyone has the right to be treated with kindness, dignity, and respect. We embrace academic freedom, accountability, honesty, and transparency in the responsible pursuit of higher education, knowledge, and social justice. We nurture a climate of care, concern, and civility where respect for self, others, the institution, the environment, and the global community is a top priority. We are called to the highest ethical standards in academic and professional pursuits and uphold a commitment to integrity in our policies, codes of conduct, and everyday practices.

Goals and Strategies

Introduction

Old Dominion University's five-year strategic plan, "*Forward-Focused: Where Innovation Meets Possibilities*," is built around seven key areas: Academic Excellence; Branding, Marketing, and Communication; Corporate/Community Partnerships and Economic Development; Philanthropic Giving and Alumni Engagement; Research Growth; Strategic Enrollment Growth; and Student Engagement and Success. Together, these focal areas lay the groundwork for the University's growth and development during the next five years. The various goals and strategies defined in these areas, along with their associated key performance indicators, will bring the University's vision to successful fruition.

Academic Excellence

Academic excellence has been a hallmark of the University since its founding in 1930. The University continues to serve as a baccalaureate institution of access for successive waves of first-generation and underrepresented students, even as it has more recently become a training ground for professionals and researchers in pursuit of knowledge in the form of credentials, certificates, and advanced degrees. These goals and strategies position the University as a leader in workforce development and experiential learning, while building innovative academic programs and a research infrastructure concomitant with its Carnegie R1 research classification. Recruiting and retaining a diverse cadre of faculty and faculty administrators that mirrors the student body will foster creativity in which all viewpoints are valued and exchanged.

Goal 1. Serve as a leading institution in the Commonwealth of Virginia in developing and offering relevant, signature academic programs in fields to meet regional and global workforce needs

1.a. Partner with industry and public sector leaders to identify and respond to regional, national, and global workforce needs

1.b. Utilize regional and national labor market data to develop or expand high-demand academic programs

1.c. Create seamless pathways for community college students to transfer into high-demand bachelor's programs that address regional and global demands

Goal 2. Provide high-impact experiences for all undergraduate students through experiential learning programs

2.a. Emphasize the value of undergraduate experiential learning in faculty recruitment, evaluation, and retention efforts

2.b. Incentivize faculty to implement and integrate experiential learning pedagogies into their courses

2.c. Establish an Academic Innovation Team to work collaboratively with faculty and staff across departments and colleges to research, develop, and implement strategies aimed at improving academic achievements of undergraduate students

2.d. Charge the Perry Honors College to promote and expand experiential learning and post-graduate opportunities among high-achieving undergraduate students

2.e. Provide funding to enhance the capacity of the Center for Interprofessional Healthcare Practice, Education and Research (I-HEAR) to support the engagement of health professions students in community-based health services

Goal 3. Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs

      3.a.   Revamp, update, and realign general education requirements to enhance student learning outcomes and respond to regional and global workforce needs

      3.b.   Implement the use of evidence-based quality standards for inclusive teaching and learning to meet the needs of all students and to ensure academic rigor across instructional modalities

      3.c.   Position the Academic Success Center to offer comprehensive advising to undergraduate students

      3.d.   Build a more robust advising infrastructure for graduate students

Goal 4. Develop an infrastructure to support excellence in research and scholarship for undergraduate and graduate students

      4.a.   Increase the involvement of high-achieving undergraduate and graduate students in faculty supervised research through targeted funds

      4.b.   Position the Graduate School to improve the University's competitiveness in recruiting, retaining, and graduating high-achieving graduate students

Goal 5. Accelerate the recruitment and retention of diverse faculty and faculty administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship

      5.a.   Offer competitive compensation, benefits, and conducive working conditions to attract faculty and staff from underrepresented backgrounds and address faculty compensation issues to aid in the retention of existing personnel

      5.b.   Position the Office of Faculty Diversity and Retention to work with college diversity committees in developing proactive faculty and staff recruitment plans

      5.c.   Charge the Center for Faculty Development with providing mentoring, training, and support opportunities to all faculty, especially those from underrepresented groups

Branding, Marketing, and Communication

For the University to achieve its goals, a fresh approach to branding, marketing, and communications will be required. With a strengthened infrastructure and expanded staffing, University Communications will build a powerful brand, using a new overarching logo, which internal and external audiences will embrace. These initiatives will be accompanied by an attractive redesign of the University's public spaces, to include new art installations and other welcoming features.

Goal 1. Build a unified and inspirational brand promoting national, regional, and local recognition for all entities of the University

    1.a.   Determine the current level of brand awareness and recognition among internal and external constituents and use that information to identify opportunities for improving branding

    1.b.   Identify a single, universal, overarching logo/mark to be used on all University communications and to replace all forerunners

    1.c.   Develop university brand standards, including an updated visual identity, and provide campus-wide training and resources to support proper usage

    1.d.   Launch a faculty/administrator expert campaign to place university voices and research in national and large metro media outlets

Goal 2. Build infrastructure to optimize print, social media, and web engagement

    2.a.   Provide tools and resources to boost brand awareness, enhance targeting, and maximize content marketing about academic programs, student success stories, and Monarch life

    2.b.   Create a digital workflow for story submission, usage, tracking, and assessment

    2.c.   Enhance the Digital Monarchs initiative to share Monarch stories more broadly

    2.d.   Determine proper budget level, finalize organizational structure, refine processes, and fully staff University Communications based on institutional scope and size

Goal 3. Provide training to students, faculty, and staff on branding, marketing, and communication objectives, goals, standards, practices, metrics, and policies, as well as current best practices and emerging trends

    3.a.   Expand knowledge of brand, audiences, messaging, and usage of assets among internal and external constituents

3.b.   Develop and require comprehensive training to ensure that marketing and communications efforts are aligned across all divisions of the University and are included with the onboarding of new staff and student communicators

Goal 4. Better integrate the physical campus in branding, marketing, and communication efforts through campus beautification efforts, emphasizing projects that maximize the University's brand identity, create a sense of place, foster a diverse community, and promote a unified look that engages students, faculty, staff, and guests

4.a.   Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors

4.b.   Enhance campus aesthetics and safety with lighting and projections

4.c.   Install public art across campus using artifacts from the permanent collection and projects completed by faculty, students, and visiting artists, dovetailing with improvements in landscaping and greenspaces

4.d.   Identify arts spaces in the regional community that could be co-branded for University-sponsored performances

Corporate/Community Partnerships and Economic Development

Corporate and community partnerships are central to the University's mission. By strengthening the University's infrastructure and culture around these relationships, the University will generate innovation and entrepreneurship and broaden economic development. Together, these interdependent goals and accompanying strategies will put into practice the University's mission of serving and advancing the well-being of Hampton Roads and the Commonwealth.

Goal 1. Build internal infrastructure and culture for corporate/community engagement

    1.a.   Establish a Relationship Governance team to develop and implement a process for managing corporate relationships and economic development activities across the campus community

    1.b.   Evaluate and implement a Customer Relationships Management (CRM) system as part of that coordination process

    1.c.   Strengthen campus systems for tracking community engagement in order to maintain the Carnegie designation

    1.d.   Educate faculty, administrators, staff, and students about the benefits of and opportunities for engagement

    1.e.   Identify and implement incentives for faculty, staff, and students to engage with community and corporate partners

Goal 2. Deploy a new infrastructure and culture to increase corporate/community partnerships

    2.a.   Task the Relationship Governance Team with identifying and implementing opportunities to strengthen existing partnerships

    2.b.   Identify new partners through expanded alumni and community engagement

    2.c.   Identify and implement opportunities to increase corporate/community engaged research by faculty and students

    2.d.   Identify and reduce barriers to student participation in internships

    2.e.   Increase opportunities for corporate leaders and alumni to participate in classroom and experiential learning activities, such as supervising student capstone projects

Goal 3. Expand innovation and entrepreneurship

3.a.   Support innovation and entrepreneurship for early-stage student and faculty intellectual property (IP) commercialization with a focus on startup

3.b.   Partner with industry in pursuit of federal and other funding to develop commercial IP

3.c.   Apply for grants and win awards to support the training and development of faculty and student entrepreneurship cohorts

3.d.   Create new and strengthen existing entrepreneurship partnerships with K-12, community colleges, apprentice schools, and other partners

3.e.   Expand entrepreneurship opportunities for diverse founders and other underserved populations through collaborations with regional and state non-profit and corporate partners

3.f.   Align campus-based entrepreneurship and innovation resources with existing and emerging areas of research strength

Goal 4. Support economic wellbeing through economic development

4.a.   Pursue federally funded economic development awards to build a critical mass of soft-funded economic development services provided by the campus community

4.b.   Convene and participate in regional economic development teams pursuing one-time federal and other economic development funding opportunities

4.c.   Provide support for economic justice and equity initiatives in the region through faculty outreach and applications for federal and other funding opportunities

Philanthropic Giving and Alumni Engagement

The generosity of alumni, families, and friends will indelibly shape the University's future. Increased philanthropic giving can bolster academic excellence, student mobility, faculty recruitment and retention, research innovation, program development, and regional transformation. By strengthening marketing, expanding infrastructure, engaging alumni, and launching in addition to completing a multi-million dollar capital campaign, University Advancement will support the campus community in reaching the next level of its potential.

Goal 1. Create a more robust infrastructure for advancement-related activities and operations

    1.a.   Increase engagement in and support for development initiatives, especially among alumni

    1.b.   Upgrade alumni/donor database software to increase the office's effectiveness

Goal 2. Build a sustainable culture of philanthropy across the University

    2.a.   Generate a sense of ownership and responsibility among campus constituents for philanthropy and alumni engagement

    2.b.   Increase lines of communication with all campus constituents regarding institutional needs, accomplishments, and engagement

    2.c.   Assess and enhance donor recognition efforts

Goal 3. Expand the University's alumni reach to foster pride and engagement

    3.a.   Promote and engage alumni through the prominent display of their accomplishments and their participation

    3.b.   Increase the number of alumni chapters and clubs

Goal 4. Increase overall annual support

    4.a.   Communicate the University's regional and global economic impact and why it is a good investment for donors

    4.b.   Increase alumni participation by expanding direct mail, social media, and online marketing

    4.c.   Increase targeted financial assistance for international students, parent programs, and athletics with a goal of expanding alumni solicitation reach

4.d.   Increase giving among high-net-worth households

4.e.   Develop a robust parent program that includes philanthropy

Goal 5. Launch and complete a comprehensive capital campaign

5.a.   Implement and complete a multi-million dollar capital campaign

5.b.   Lay groundwork for the University's centennial observance

Research Growth

The success of the University's research enterprise will be vital to building its national and international profile and maximizing its economic impact. These goals and objectives aim to reinforce existing research areas while also exploring those that are emerging. Growing the population of non-teaching faculty researchers, postdoctoral fellows, and Ph.D. students who complete their degree trajectories will be key. Streamlining the research infrastructure will lead to greater competitiveness among faculty and non-teaching faculty researchers for sponsored funding. Lastly, reconceptualizing the arts and humanities as integral to all human endeavors will allow for greater and more productive interdisciplinary collaborations.

Goal 1. Achieve national prominence in targeted emerging research areas in a manner that moves ODU to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging existing areas of strength

> 1.a. Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions

> 1.b. Increase research expenditures by recruiting senior funded regular and research faculty and providing additional support for existing faculty to expand their research programs

> 1.c. Increase the number of doctorates awarded by increasing the number of E&G funded graduate teaching assistantships (GTAs) and grant funded graduate research assistantships (GRAs)

> 1.d. Add new doctoral tracks in humanities and social science

Goal 2. Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating the University research enterprise

> 2.a. Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels

> 2.b. Establish an administrative "care team" responsible for responding to and solving those problems by facilitating responses across all levels of the institution

Goal 3. Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure

      3.a.   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

      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

Goal 4. Reconceptualize the arts and humanities as crosscutting and integral to all disciplines, connecting scholarship in the arts and humanities with scholarship in science, engineering, health sciences, and other fields

      4.a.   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

      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

Strategic Enrollment Growth

The long-term health of the University requires sustained enrollment growth. Ways to accomplish this include targeting key stakeholders, expanding online delivery options, increasing affordability, and attracting new demographic groups, including Latinx students. A creative approach to generating new revenue streams, such as scalable professional master's programs combined with more flexible tuition models will allow the University to respond more nimbly to market demands.

Goal 1. Grow targeted, high-demand programs to attract traditional undergraduates, online learners, transfer, military, international, and graduate students

> 1.a.   Identify new and review existing programs through assessment of employment outlook; create and/or scale enrollment for specific populations based on corporate input and demand

> 1.b.   Create a center to 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-to-business partnerships and workforce development

> 1.c.   Develop high-demand stackable certificates to attract enrollment and incentivize completion of master's degrees

> 1.d.   Expand linked programs (3+2, 3+3, 4+1, etc.) including post-baccalaureate certificates and master's degrees

> 1.e.   Offer rolling start times and shorter "semesters" for targeted programs and populations

Goal 2. Grow fully online enrollment

> 2.a.   Implement recommendations from recent comprehensive studies and reviews

> 2.b.   Automate the transcript management and evaluation processes to enhance efficiency and response time for students

Goal 3. Enhance access and affordability to attract and retain students

> 3.a.   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

3.b.   Identify sources to increase targeted financial assistance for international students

Goal 4. Grow and support untapped Latinx enrollment

4.a.   Create documents and webpages in Spanish

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

4.c.   Host on- and off-campus events devoted to Latinx families

Goal 5. Engage community resources and family members to support recruitment and student success

5.a.   Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia

5.b.   Facilitate strong University connections between families of freshman applicants throughout enrollment and graduation

5.c.   Create a seminar class designed for family members of first-year students

Goal 6. Increase revenue streams through partnerships and innovation

6.a.   Support local education and certification needs to expand campus utilization and revenue

6.b.   Enhance connections and engagement through camps, youth competitions, and community events to benefit revenue generation, while forming relationships with potential prospective students and their families

6.c.   Scale graduate professional master's programs and develop a financial model that incentivizes growth

Goal 7. Develop flexible tuition models that promote access, affordability, and completion by student level and modality

7.a.   Identify and implement the best tuition models that promote both affordability and timely degree completion

7.b.   Market the return on investment of a degree and the value of timely progression toward graduation

Student Engagement and Success

Student engagement is critical to developing feelings of connectedness and a sense of belonging to the University, which can lead to life-long persistence and success. Student learning behaviors and opportunities, along with instructional and student support behaviors, are the essential elements of student engagement and success. These goals and objectives address active learning to build skillsets for a successful career, effective academic advising to navigate degree completion, and a well-resourced, integrated support system.

Goal 1. Improve academic preparation, engagement, and advising of students to prepare them for academic and post-graduate success

> 1.a. Develop and implement a UNIV 100 course for undergraduate students
>
> 1.b. Create an advising task force to examine the current structure and procedures of advising
>
> 1.c. Solidify a high-touch, sustainable advising model that supports students throughout their collegiate career with an increase in the number of professional advisors/coaches for first-year and second-year students
>
> 1.d. Enhance graduate-level advising to support students throughout their programs with a focus on degree completion and career exploration

Goal 2. Continue to provide an affordable college experience by offering additional financial support for students, reducing financial barriers that impede progression and success, and supporting student social mobility

> 2.a. Create additional scholarship opportunities for special student populations, such as first-generation, low-income, transfer, online, military, and international students
>
> 2.b. Expand paid internship opportunities for students who cannot otherwise participate in internships that are unpaid; expand internship grants offered by Career Development Services
>
> 2.c. Expand financial support, such as grants, to assist students who are within 15 credits of graduation

Goal 3. Increase undergraduate student retention and graduation rates

> 3.a. Align student recruitment, academic outreach, and retention activities to enhance engagement, success, and sense of belonging to increase retention and graduation rates

3.b.   Empower students to declare a major on or before 60 earned credit hours

3.c.   Encourage students to complete 30 credits per academic year with consideration for individual needs

3.d.   Provide consistent, comprehensive integrated support for students by streamlining the front-line support with technology solutions

3.e.   Integrate academic success support in courses historically identified as having high DFW and Incomplete grades

Key Performance Indicators

Academic Excellence

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Serve as a leading institution in the Commonwealth of Virginia in developing and offering relevant, signature academic programs in fields to meet regional and global workforce needs	1.a. Partner with industry and public sector leaders to identify and respond to regional, national, and global workforce needs	N/A *(New initiative)*	Robust network of regional partnerships around workforce needs	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans) and Associate Vice President for Corporate Partnerships	Inventory in Spring 2023; planning in Summer 2023; and implementation in Fall 2023 with incremental progress over the five-year reporting period
	1.b. Utilize regional and national labor market data to develop or expand high-demand academic programs	N/A *(New initiative)*	Detailed analysis of workforce trends and corresponding program areas for development or expansion	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans) and Director of Institutional Research	Review data in 2023 with development and expansion starting in 2024 with incremental progress over the five-year reporting period
	1.c. Create seamless pathways for community college students to transfer into high-demand bachelor's programs that address regional and global demands	N/A *(New initiative)*	Transfer partners and guaranteed pathways	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans)	Identification of partners in Spring 2023; development of pathways in Summer and Fall 2023; and implementation in 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
2. Provide high-impact experiences for all undergraduate students through experiential learning programs	2.a. Emphasize the value of undergraduate experiential learning in faculty recruitment, evaluation, and retention efforts	N/A *(New initiative)*	Broad-based awareness and value of experiential learning among all faculty	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans and department chairs/school directors)	Outreach and awareness campaign in 2023 with incremental progress over the five-year reporting period
	2.b. Incentivize faculty to implement and integrate experiential learning pedagogies into their courses	N/A *(New initiative)*	Faculty incentive program for experiential learning pedagogies	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans and department chairs/school directors)	Plan in 2023; secure funding in 2024; and implement in 2025
	2.c. Establish an Academic Innovation Team to work collaboratively with faculty and staff across departments and colleges to research, develop, and implement strategies aimed at improving academic achievements of undergraduate students	N/A *(New initiative)*	Fully functioning academic innovation team	Academic colleges (deans and faculty)	Establish team by Fall 2023; work and findings in Spring 2024; and implementation in Fall 2024
	2.d. Charge the Perry Honors College to promote and expand experiential learning and post-graduate opportunities among high-achieving undergraduate students	N/A *(New initiative)*	Robust experiential learning and post-graduate programming and services	Dean of Perry Honors College in collaboration with Vice Provost and Dean of the Graduate School	Review and planning in 2023 with implementation in 2024
	2.e. Provide funding to enhance the capacity of the Center for Interprofessional Healthcare Practice, Education and Research (I-HEAR) to support the engagement of health professions students in community-based health services	Current work by I-HEAR	Funding for health professions students to participate in community-based health services	Dean of the College of Health Sciences in collaboration with I-HEAR Team	Plan in 2023; secure funding in 2024; and implement in 2025

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
	3.a. Revamp, update, and realign general education requirements to enhance student learning outcomes and respond to regional and global workforce needs	N/A *(New initiative)*	Full review, final report, and potential implementation of new requirements	Provost and Vice President for Academic Affairs in collaboration with Faculty Senate and academic colleges (deans and faculty)	Full review completed in 2023 with final report available in 2024 and any subsequent work in 2025
	3.b. Implement the use of evidence-based quality standards for inclusive teaching and learning to meet the needs of all students and to ensure academic rigor across instructional modalities	N/A *(New initiative)*	Evidence-based quality standards	Provost and Vice President for Academic Affairs in collaboration with Vice President for Digital Learning and academic colleges (deans and faculty)	Review in 2024, development in 2025, and implementation in 2026
3. Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs *(See Student Engagement and Success Goal 1)*	3.c. Position the Academic Success Center to offer comprehensive advising to undergraduate students	N/A *(New initiative)*	Comprehensive advising offerings and related support	Assistant Vice President for Academic Success	Full review by Advising Task Force to be completed in Fall 2023 with final report available by Spring 2024 Advising model to be developed in Fall 2024 and Spring 2025 for pilot in Fall 2025 and full implementation in Fall 2026 *(if needed based on the Advising Task Force's work and recommendations)*
	3.d. Build a more robust advising infrastructure for graduate students	N/A *(New initiative)*	Enhanced/expanded graduate-level advising outreach and programming	Vice Provost and Dean of the Graduate School in collaboration with Assistant Vice President for Academic Success	Full review with final report in 2023 and outreach/ programming development and implementation in 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
4. Develop an infrastructure to support excellence in research and scholarship for undergraduate and graduate students	4.a. Increase the involvement of high-achieving undergraduate and graduate students in faculty supervised research through targeted funds	N/A *(New initiative)*	Funded program to incentivize student research work	Vice President for Research in collaboration with academic deans and research faculty	Planning in 2023 with implementation in 2024
	4.b. Position the Graduate School to improve the University's competitiveness in recruiting, retaining, and graduating high-achieving graduate students	*2022 Graduate Student Actuals* 4,692 annual enrollment 1,016 master's and 210 doctoral annual degree production	*2028 Graduate Student Targets* 5,090 annual enrollment 1,100 master's and 250 doctoral annual degree production	Vice Provost and Dean of the Graduate School in collaboration with Associate Vice President for Enrollment Management and Director of Institutional Research	Planning in Spring and Summer 2023 with implementation in Fall 2023
5. Accelerate the recruitment and retention of diverse faculty and faculty administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship	5.a. Offer competitive compensation, benefits, and conducive working conditions to attract faculty and staff from underrepresented backgrounds and address faculty compensation issues to aid in the retention of existing personnel	Current work on Monarch Plan for Inclusive Excellence	Improved recruitment and onboarding processes	Provost and Vice President for Academic Affairs in collaboration with Vice President for Human Resources, Diversity, Equity, and Inclusion	Continued and expanded work under the Monarch Plan for Inclusive Excellence beginning in 2023 with incremental progress over the five-year reporting period
	5.b. Position the Office of Faculty Diversity and Retention to work with college diversity committees in developing proactive faculty and staff recruitment plans	N/A *(New initiative)*	Fully developed proactive faculty and staff recruitment plans for each college	Director for Faculty Diversity and Retention in collaboration with college diversity representatives	Plan development in 2023 with implementation in 2024
	5.c. Charge the Center for Faculty Development with providing mentoring, training, and support opportunities to all faculty, especially those from underrepresented groups	N/A *(New initiative)*	Fully developed mentoring, training, and support opportunities	Director for Faculty Diversity and Retention	Content development in 2023 with implementation in 2024

Branding, Marketing, and Communication

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Build a unified and inspirational brand promoting national, regional, and local recognition for all entities of the University	1.a. Determine the current level of brand awareness and recognition among internal and external constituents and use that information to identify opportunities for improving branding	N/A *(New initiative)*	Improved branding across all audiences and platforms	Assistant Vice President for Marketing	Conduct assessment/study in Spring 2023 with findings and plan available in Fall 2023 for implementation in Spring 2024
	1.b. Identify a single, universal, overarching logo/mark to be used on all University communications and to replace all forerunners	N/A *(New initiative)*	New single, universal, overarching logo/mark	Vice President for University Communications	Development in Fall 2023 with implementation in Spring 2024
	1.c. Develop university brand standards, including an updated visual identity, and provide campus-wide training and resources to support proper usage	N/A *(New initiative)*	Updated visual identify	Vice President for University Communications	Development in Fall 2023 and Spring 2024 with implementation in Fall 2024
	1.d. Launch a faculty/ administrator expert campaign to place university voices and research in national and large metro media outlets	N/A *(New initiative)*	Expert campaign	Assistant Vice President for Public Relations	Launch in Fall 2023

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
2. Build infrastructure to optimize print, social media, and web engagement	2.a. Provide tools and resources to boost brand awareness, enhance targeting, and maximize content marketing about academic programs, student success stories, and Monarch life	N/A *(New initiative)*	Availability and utilization of a full suite of tools and resources to maximize overall branding and story telling	Assistant Vice President for Marketing	Development in Spring 2023 with implementation in Fall 2023
	2.b. Create a digital workflow for story submission, usage, tracking, and assessment	N/A *(New initiative)*	Dynamic, interactive platform for story sharing, posting, and assessment/tracking	Assistant Vice President for Public Relations	Development in Spring 2023 with implementation in Fall 2023
	2.c. Enhance the Digital Monarchs initiative to share Monarch stories more broadly	Current platform	Enhanced and expanded platform for digital showcase of Monarch experiences	Assistant Vice President for Public Relations	Review in Spring 2023 with relaunch in Summer 2023 for utilization in Fall 2023
	2.d. Determine proper budget level, finalize organizational structure, refine processes, and fully staff University Communications based on institutional scope and size	N/A *(New initiative)*	Fully staffed, fully operational University Communications Team	Vice President for University Communications	Finalization and implementation in Spring 2023 with hiring to follow until all positions are filled
3. Provide training to students, faculty, and staff on branding, marketing, and communication objectives, goals, standards, practices, metrics, and policies, as well as current best practices and emerging trends	3.a. Expand knowledge of brand, audiences, messaging, and usage of assets among internal and external constituents	N/A *(New initiative)*	Robust outreach and training program	University Communication Team Members	Development in Spring 2023 with implementation in Fall 2023
	3.b. Develop and require comprehensive training to ensure that marketing and communications efforts are aligned across all divisions of the University and are included with the onboarding of new staff and student communicators	N/A *(New initiative)*	Required training content (initial and refresher) for affiliated units and specific individuals directly involved in branding, marketing, and communication work	Assistant Vice President for Marketing	Development in Spring 2023 with implementation in Fall 2023

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
4. Better integrate the physical campus in branding, marketing, and communication efforts through campus beautification efforts, emphasizing projects that maximize the University's brand identity, create a sense of place, foster a diverse community, and promote a unified look that engages students, faculty, staff, and guests	4.a. Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors	N/A *(New initiative)*	Highly branded campus environment with ease of access for those unfamiliar with campus layout	Vice President for University Communications in collaboration with Vice President for Administration and Finance	Development in Spring 2024 with implementation in Summer 2024 with annual updates and refreshes
	4.b. Enhance campus aesthetics and safety with lighting and projections	N/A *(New initiative)*	Highly branded campus environment with ease of access for those unfamiliar with campus layout	Vice President for University Communications in collaboration with Vice President for Administration and Finance	Development in Spring 2024 with implementation in Summer 2024 with annual updates and refreshes
	4.c. Install public art across campus using artifacts from the permanent collection and projects completed by faculty, students, and visiting artists, dovetailing with improvements in landscaping and greenspaces	N/A *(New initiative)*	Artistic and vibrant campus environment that encourages creativity	Executive Director for the Arts in collaboration with Executive Director of the Barry Art Museum and Vice President for Administration and Finance	Development in Spring 2023 with initial implementation in Summer 2023 with annual expansions/ improvements in subsequent years
	4.d. Identify arts spaces in the regional community that could be co-branded for University-sponsored performances	N/A *(New initiative)*	Artistic and vibrant campus environment that encourages creativity	Executive Director for the Arts in collaboration with Vice Provost and Dean of the Graduate School and Vice President for University Advancement	Development in 2023 with initial implementation in 2024 with annual review expansions/improvements in subsequent years

Corporate/Community Partnerships and Economic Development

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Build internal infrastructure and culture for corporate/community engagement	1.a. Establish a Relationship Governance team to develop and implement a process for managing corporate relationships and economic development activities across the campus community	N/A *(New initiative*	Fully functioning Relationship Governance team	Office of Community Engagement	Initial establishment in Spring 2023 with process implementation by Spring 2024
	1.b. Evaluate and implement a Customer Relationships Management (CRM) system as part of that coordination process	N/A *(New initiative)*	Fully functioning CRM system	Office of Community Engagement	Assessment in Spring 2023; acquisition/development/set-up in Fall 2023; and full operation in Spring 2024
	1.c. Strengthen campus systems for tracking community engagement in order to maintain the Carnegie designation	Current recognition	Continued recognition	Office of Community Engagement	Incremental progress over the five-year reporting period
	1.d. Educate faculty, administrators, staff, and students about the benefits of and opportunities for engagement	N/A *(New initiative)*	Robust outreach and programming to encourage engagement	Office of Community Engagement	Outreach and program development in Spring 2023 with implementation in Fall 2023
	1.e. Identify and implement incentives for faculty, staff, and students to engage with community and corporate partners	N/A *(New initiative)*	Create a "Community Engaged Scholar" recognition program at the college and/or department/school levels Create a "LeADERS" recognition program at the campus level	Academic colleges (deans and department chairs/school directors) in collaboration with Vice President for Student Engagement and Enrollment Services	Establish criteria in Fall 2023 and solicit nominations and select award winners in Spring 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
2. Employ the new infrastructure and culture to increase corporate/community partnerships	2.a. Task the Relationship Governance Team with identifying and implementing opportunities to strengthen existing partnerships	N/A *(New initiative)*	Five re-engaged/ enhanced/expanded partnerships each year beginning in 2024 with the goal of 25 by 2028	Associate Vice President for Corporate Partnerships in collaboration with Office of Community Engagement	Implementation to begin in Spring 2024 following prior work
	2.b. Identify new partners through expanded alumni and community engagement	N/A *(New initiative)*	Five new partnerships each year beginning in 2024 with the goal of 25 by 2028	Associate Vice President for Corporate Partnerships in collaboration with Alumni Relations and Community Engagement	Review in Fall 2023 with work in Spring 2024
	2.c. Identify and implement opportunities to increase corporate/community engaged research by faculty and students	N/A *(New initiative)*	Robust network of corporate/community partnerships with industry representatives and researchers	Associate Vice President for Corporate Partnerships in collaboration with research faculty	Review in Fall 2023 with implementation in Spring 2024
	2.d. Identify and reduce barriers to student participation in internships	____ % of students participating in internship opportunities before graduation *(2022 actual)*	100% of students participating in internship opportunities before graduation *(2027 target)*	Vice Provost of Academic Affairs and Dean of Interdisciplinary Programs in collaboration with Associate Vice President for Corporate Partnerships and Director of Career Development Services	Review of current state in Spring 2023; development of future state in Summer 2023; and implementation in Fall 2023
	2.e. Increase opportunities for corporate leaders and alumni to participate in classroom and experiential learning activities, such as supervising student capstone projects	N/A *(New initiative)*	Robust offerings and broad-based engagement of alumni in classroom activities and experiential learning opportunities	Vice Provost of Academic Affairs and Dean of Interdisciplinary Programs in collaboration with academic deans; Associate Vice President for Corporate Partnerships; and Alumni Relations	Review of current state in Spring 2023; development of future state in Summer 2023; and implementation in Fall 2023

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
3. Expand innovation and entrepreneurship	3.a. Support innovation and entrepreneurship for early-stage student and faculty intellectual property (IP) commercialization with a focus on startup	Expansion of Hudgins Transitional Entrepreneurship Lab	Hudgins Transitional Entrepreneurship Lab to include student involvement, outreach, and services	Dean of the Strome College of Business in collaboration with Director for the Hudgins Lab	Review in Spring 2023 with expansion to work with students beginning in Fall 2023
	3.b. Partner with industry in pursuit of federal and other funding to develop commercial IP	N/A *(New initiative)*	Five new industry partnerships each year beginning in 2024 with the goal of 25 by 2028	Associate Vice President for Corporate Partnerships in collaboration with Assistant Vice President for Federal Relations	Identification of possible partners in 2023 with work beginning in 2024 and annual progress over the five-year reporting period
	3.c. Apply for grants and win awards to support the training and development of faculty and student entrepreneurship cohorts	N/A *(New initiative)*	Number and average size of submitted proposals and awards received *(10% annual increase once baseline established)*	Associate Vice President for Corporate Partnerships in collaboration with Provost and Vice President for Academic Affairs	Initial establishment in 2023 with full operation by 2024
	3.d. Create new and strengthen existing entrepreneurship partnerships with K-12, community colleges, apprentice schools, and other partners	N/A *(New initiative)*	Five new or expanded existing partnerships each year beginning in 2024 with the goal of 25 by 2028	Associate Vice President for Corporate Partnerships in collaboration with Provost and Vice President for Academic Affairs and Vice President for Student Engagement and Enrollment Services	Identification of possible partners in 2023 with work beginning in 2024 and annual progress over the five-year reporting period
	3.e. Expand entrepreneurship opportunities for diverse founders and other underserved populations through collaborations with regional and state non-profit and corporate partners	Expansion of Hudgins Transitional Entrepreneurship Lab	Hudgins Transitional Entrepreneurship Lab to include state-wide engagement and impact	Dean of the Strome College of Business and Director for the Hudgins Lab	Review in Spring 2023 with expansion work beginning in Fall 2023

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
	3.f. Align campus-based entrepreneurship and innovation resources with existing and emerging areas of research strength	N/A *(New initiative)*	Close alignment of entrepreneurship innovation, and research	Associate Vice President for Corporate Partnerships with academic deans and research faculty	Review in Spring 2023 with direct collaboration in Fall 2023 and greater alignment in Spring 2025 with incremental progress over the five-year reporting period
4. Support economic wellbeing through economic development	4.a. Pursue federally funded economic development awards to build a critical mass of soft-funded economic development services provided by the campus community	N/A *(New initiative)*	Number and average size of submitted proposals and awards received *(10% annual increase once baseline established)*	Academic Affairs and Student Engagement and Enrollment Services in collaboration with Associate Vice President for Corporate Partnerships	Initial establishment in 2023 with full operation by 2024 and incremental progress over the five-year reporting period
	4.b. Convene and participate in regional economic development teams pursuing one-time federal and other economic development funding opportunities	N/A *(New initiative)*	Strong leadership and Broad-based engagement in economic development activities	Associate Vice President for Corporate Partnerships and Assistant Vice President for Federal Relations in collaboration with interested campus partners	Begin work in 2023 with incremental progress over the five-year reporting period
	4.c. Provide support for economic justice and equity initiatives in the region through faculty outreach and applications for federal and other funding opportunities	N/A *(New initiative)*	Number and average size of submitted proposals and awards received *(10% annual increase once baseline established*	Associate Vice President for Corporate Partnerships and Assistant Vice President for Federal Relations in collaboration with Institutional Equity & Diversity and interested campus partners	Initial establishment in 2023 with full operation by 2024

Philanthropic Giving and Alumni Engagement

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Create a more robust infrastructure for advancement-related activities and operations	1.a. Increase engagement in and support for development initiatives, especially among alumni	2.63% alumni giving rate *(2021-2022 actual)*	5% alumni giving rate *(2027-2028 target)*	Vice President for University Advancement	Incremental progress over the five-year reporting period
	1.b. Upgrade alumni/donor database software to increase the office's effectiveness	Current software	Expanded/new software	Vice President for University Advancement	Assessment in 2023; acquisition/development/set-up in 2024; and full operation in 2025
2. Build a sustainable culture of philanthropy across the University	2.a. Generate a sense of ownership and responsibility among campus constituents for philanthropy and alumni engagement	N/A *(New initiative)*	Number of donors and total funding secured across select fundraising initiatives (i.e. Day of Giving) and total attendance at select events (i.e. Homecoming) *(10% annual increase once baseline established)*	Vice President for University Advancement	Annual progress over the five-year reporting period
	2.b. Increase lines of communication with all campus constituents regarding institutional needs, accomplishments, and engagement	Establish and offer customized training sessions and outreach programs for each consistency	50% participation of students, faculty, and staff in training and/or outreach	Vice President for University Advancement in collaboration with Vice President for Student Engagement and Enrollment Services; Provost and Vice President for Academic Affairs; and Vice President for Human Resources, Diversity, Equity, and Inclusion	Establishment in 2023 with annual progress over the five-year reporting period

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
	2.c. Assess and enhance donor recognition efforts	N/A *(New initiative)*	Review current processes and establishment of consistent criteria and operations	Vice President for University Advancement in collaboration with Vice President for Administration and Finance and Vice President for University Communications	Review of current model and development of new model in 2023 with implementation in 2024
3. Expand the University's alumni reach to foster pride and engagement	3.a. Promote and engage alumni through the prominent display of their accomplishments and their participation	N/A *(New initiative)*	Fully functioning Monarch Alumni Ambassadors Network with broad-based participation defined by story sharing and networking	Vice President for University Advancement in collaboration with Associate Vice President for Alumni Relations and Vice President for University Communications	Establishment in 2023 with annual progress over the five-year reporting period
	3.b. Increase the number of alumni chapters and clubs	17 alumni chapters and clubs	34 alumni chapters and clubs	Vice President for University Advancement in collaboration with Associate Vice President for Alumni Relations	Incremental progress over the five-year reporting period
4. Increase overall annual support	4.a. Communicate the University's regional and global economic impact and why it is a good investment for donors	N/A *(New initiative)*	Conduct annual assessment/survey to determine awareness and recognition of the University's impact among donors *(10% annual increase in participation once baseline established)*	Vice President for University Advancement in collaboration with Vice President for University Communications	Development in 2023 and implementation in 2024 with Incremental progress over the five-year reporting period

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
	4.b. Increase alumni participation by expanding direct mail, social media, and online marketing	2,850 alumni donors *(2021 actual)*	3,819 alumni donors *(2027 target)*	Vice President for University Advancement in collaboration with Associate Vice President for Alumni Relations and Vice President for University Communications	Incremental progress over the five-year reporting period
	4.c. Increase targeted financial assistance for international students, parent programs, and athletics with a goal of expanding alumni solicitation reach	$9.8 million in financial assistance for international students, parent programs, and athletics *(2021 actual)*	$13.2 million in financial assistance for international students, parent programs, and athletics *(2027 target*	Vice President for University Advancement in collaboration with Provost and Vice President for Academic Affairs and Director of Athletics	Incremental progress over the five-year reporting period
	4.d. Increase giving among high-net-worth households	N/A *(New initiative)*	Enhanced and expanded outreach to target population to increase engagement and support	Vice President for University Advancement	Initial establishment in Spring 2024 with full implementation in Fall 2024 and incremental progress in subsequent years
	4.e. Develop a robust parent program that includes philanthropy	N/A *(New initiative)*	Fully functioning program with broad-based participation by new and existing parents	Vice President for University Advancement in collaboration with Assistant Director of Student Transition and Family Programming	Initial establishment in Fall 2023 with full implementation in Spring 2024 and incremental progress in subsequent years
5. Launch and complete a comprehensive capital campaign	5.a. Implement and complete a multi-million dollar capital campaign	N/A *(New initiative)*	Secure $____ million in philanthropic giving for new and existing initiatives	Vice President for University Advancement in collaboration with campus community	Public launch in Fall 2022 with incremental progress in subsequent years
	5.b. Lay groundwork for the University's centennial observance	N/A *(New initiative*	2030 historic celebration of the 100th anniversary of Old Dominion	Chief of Staff and Vice President for Strategic Operations	Celebration planning to begin in 2028

Research Growth

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Achieve national prominence in targeted emerging research areas in a manner that moves ODU to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging existing areas of strength	1.a. Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions	148	208 *(40% overall increase)*	Vice President for Research	Incremental progress over the five-year reporting period
	1.b. Increase research expenditures by recruiting senior funded regular and research faculty and providing additional support for existing faculty to expand their research programs	$65 million	$78 million *(5% annual increase)*	Vice President for Research in collaboration with Provost and Vice President for Academic Affairs	Annual progress over the five-year reporting period
	1.c. Increase the number of doctorates awarded by increasing the number of E&G funded graduate teaching assistantships (GTAs) and grant funded graduate research assistantships (GRAs), while adding at least one new doctoral track in humanities and one new doctoral track in social science	150	165 *(10% overall increase)*	Vice President for Research in collaboration with Provost and Vice President for Academic Affairs	Incremental progress over the five-year reporting period
	1.d. Add new doctoral tracks in humanities and social science	N/A *(New initiative)*	1 doctoral track in humanities 1 doctoral track in social science	Vice President for Research in collaboration with Provost and Vice President for Academic Affairs	Identification in 2023 with implementation in 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
2. Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating the University research enterprise	2.a. Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels	N/A *(New initiative)*	System built, pilot tested, launched, assessed, and fully functional	Vice President for Research	Full implementation by 2025
	2.b. Establish an administrative "care team" responsible for responding to and solving those problems by facilitating responses across all levels of the institution	N/A *(New initiative)*	Monitor the number of existing and proactive problems reported each year *(5% annual decrease once baseline established)*	Vice President for Research	Initial establishment in 2024 with full operation by 2025
3. Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure	3.a. 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	N/A *(New initiative)*	Business plan to be completed in first year	Vice President for Research	Establishment and plan completion in 2023
	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	N/A *(New initiative)*	Number and average size of submitted proposals and awards received *(10% annual increase once baseline established)*	Vice President for Research	Initial establishment in 2023 with full operation by 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
4. Reconceptualize the arts and humanities as crosscutting and integral to all disciplines, connecting scholarship in the arts and humanities with scholarship in science, engineering, health sciences, and other fields	4.a. 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	N/A *(New initiative)*	Number of exhibits, performances, and publications resulting from seed funding *(10% annual increase once baseline established)*	Vice President for Research in collaboration with Dean of the College of Arts and Letters	Establish in 2023 with full operation in subsequent years
	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	N/A *(New initiative)*	Number of guest performing artists, faculty in residence, mixed arts "showcases," and faculty and student travel to elite performance and exhibition venues *(10% annual increase once baseline established)*	Dean of the College of Arts and Letters in collaboration with Vice Provost and Dean of the Graduate School	Initial establishment in 2023 with full operation by 2024

Strategic Enrollment Growth

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Grow targeted, high-demand programs to attract traditional undergraduates, online learners, transfer, military, international, and graduate students	1.a. Identify new and review existing programs through assessment of employment outlook; create and/or scale enrollment for specific populations based on corporate input and demand	N/A *(New initiative)*	15% annual increase in new programs and 10% annual increase in existing programs once baseline established	Deans from academic colleges in collaboration with major functional areas	Initial identification in 2023 with full operation by 2024
	1.b. Create a center to 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-to-business partnerships and workforce development	First year of operation with 25 students *(Five students per program across five programs)*	Fifth year of operation with 300 students *(60 students per program across five programs)*	Vice President for Digital Learning in collaboration with Assistant Vice President for Academic Initiatives and Continuing Education	Summer 2023: Hire Director Fall 2023: Hire staff to review and award academic credit for learning achieved outside of the traditional classroom by aligning learning outcomes from non-traditional experiences Spring 2024: Design and deliver curriculum
	1.c. Develop high-demand stackable certificates to attract enrollment and incentivize completion of master's degrees	N/A *(New initiative)*	Number of stackable credentials offered and awarded *(10% annual increase once baseline established)*	Vice Provost and Dean of the Graduate School in collaboration with deans from academic colleges and representatives from specific departments/ schools	Initial establishment in 2023 with full operation by 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
	1.d. Expand linked programs (3+2, 3+3, 4+1, etc.) including post-baccalaureate certificates and master's degrees	Expansion and rebooting of existing initiative	Number of linked programs offered and related enrollment *(10% annual increase once baseline established)*	Vice Provost and Dean of the Graduate School in collaboration with deans from academic colleges and representatives from specific departments/ schools	Review of existing programs and related enrollment in Spring 2023 with marketing campaign to be launched in Fall 2023/Spring 2024
	1.e. Offer rolling start times and shorter "semesters" for targeted programs and populations	N/A *(New initiative)*	Introduce two new accelerated programs annually Offer a total of 10 accelerated programs	Vice President for Digital Learning	Initial establishment with first two programs available in Fall 2024
2. Grow fully online enrollment	2.a. Implement recommendations from recent comprehensive studies and reviews	6,372 fully online students *(Fall 2022 actual)*	12,000 fully online students *(Fall 2028 target)*	Vice President for Digital Learning	Review of prior recommendation in Spring 2023 and final/full implementation in Summer 2023 with incremental progress over the five-year reporting period
	2.b. Automate the transcript management and evaluation processes to enhance efficiency and response time for students	N/A *(New initiative)*	Automated transcript process	Vice President for Digital Learning in collaboration with Executive Director of Admissions	Spring 2023 implementation

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
3. Enhance access and affordability to attract and retain students	3.a. 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	$15,000 master's stipend level *(Fall 2022 actual)* $20,000 doctoral stipend level *(Fall 2022 actual)*	$20,000 master's stipend level *(Fall 2028 target)* $25,000 doctoral stipend level *(Fall 2028 target)*	Vice Provost and Dean of the Graduate School in collaboration with Vice President for Research and Vice President for Administration and Finance	Annual review and incremental progress over the five-year reporting period
	3.b. Identify sources to increase targeted financial assistance for international students	$300,000 financial assistance for international students *(Fall 2022 actual)*	$900,000 financial assistance for international students *(Fall 2028 target)*	Vice President for Student Engagement and Enrollment Services in collaboration with Vice President for Administration and Finance and Vice President for University Advancement	Annual review and incremental progress over the five-year reporting period
4. Grow and support untapped Latinx enrollment	4.a. Create documents and webpages in Spanish	N/A *(New initiative)*	Availability and distribution/posting of content in Spanish	Associate Vice President for Enrollment Management in collaboration with Assistant Vice President for Marketing	Content translation in Spring 2023 with finalization and posting/printing in Summer 2023 for Fall 2023 recruitment activities with annual reviews/updates
	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	N/A *(New initiative)*	Dedicated support in both operations and outreach to Latinx populations, including a comprehensive plan for school visits	Associate Vice President for Enrollment Management	Review of needs in Spring 2023 and on-boarding of services and staffing in Summer 2023

	Strategy	Baseline	Target	Responsible Party	Timeline
	4.c. Host on- and off-campus events devoted to Latinx families	N/A *(New initiative)*	Specific events, both in-person and online, for Latinx populations	Associate Vice President for Enrollment Management	Initial events in Summer/Fall 2023 with subsequent events and incremental progress over the five-year reporting period
5. Engage community resources and family members to support recruitment and student success	5.a. Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia	Expansion of existing initiative	Fully functioning school personnel network with robust outreach and partnership efforts	Associate Vice President for Enrollment Management	Development in 2023 with implementation in 2024
	5.b. Facilitate strong University connections between families of freshman applicants throughout enrollment and graduation	N/A *(New initiative)*	Online portal to family connections, as well as welcome packets for family members with once a semester check-ins or updates	Associate Vice President for Enrollment Management	Development of portal content and printed materials in Spring 2023 with finalization in Summer 2023 for implementation as part of Fall 2023 recruitment cycle
	5.c. Create a seminar class designed for family members of first-year students	N/A *(New initiative)*	Available online course content, digital message board monitored by staff, and in-person capstone component of seminar class Fall 2023 pilot with 100 families Fall 2025 with 500 families	Assistant Director of Student Transition and Family Programming	Create content in Spring and Summer 2023 and for pilot in Fall 2023 and full implementation in Fall 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
6. Increase revenue streams through partnerships and innovation	6.a. Support local education and certification needs to expand campus utilization and revenue	Varies by area to be reported in first progress report	Varies by area to be established in first progress report	Assistant Vice President for Academic Initiatives and Continuing Education	Development in Spring 2023 with implementation in Fall 2023
	6.b. Enhance connections and engagement through camps, youth competitions, and community events to benefit revenue generation, while forming relationships with potential prospective students and their families	Expansion and rebooting of existing initiative	Five connections/ partnerships per year with 25 connections/ partnerships overall	Assistant Vice President for Academic Initiatives and Continuing Education	Development in 2023 with implementation in 2024
	6.c. Scale graduate professional master's programs and develop a financial model that incentivizes growth	Expansion and rebooting of existing initiative	Two programs per year with 10 programs overall	Vice Provost and Dean of the Graduate School in collaboration with Vice President for Digital Learning and academic colleges (deans and faculty)	Development in 2023 with implementation in 2024
7. Develop flexible tuition models that promote access, affordability, and completion by student level and modality	7.a. Identify and implement the best tuition models that promote both affordability and timely degree completion	Current course generated revenue and graduation rate of 49%	Expanded course generated revenue and graduation rate of 54% by 2027	Vice President for Administration and Finance	Development in Spring and Summer 2023 for implementation in Fall 2024
	7.b. Market the return on investment of a degree and the value of timely progression toward graduation	Current enrollment and graduation rate of 49%	Expanded enrollment and graduation rate of 54% by 2027	Vice President for University Communication	Development in Spring 2023 with immediate implementation upon completion

Student Engagement and Success

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
1. Improve academic preparation, engagement, and advising of students to prepare them for academic and post-graduate success *(See Academic Excellence Goal 3)*	1.a. Develop and implement a UNIV 100 course for undergraduate students	Less than five sections of UNIV 100 currently operating	Required course for all cohort first-year students	Provost and Vice President for Academic Affairs in collaboration with Vice President for Student Engagement and Enrollment Services	Inventory UNIV offerings and determine needs in 2023; create curriculum in 2024; and implement in 2025
	1.b. Create an advising task force to examine the current structure and procedures of advising	N/A *(New initiative)*	Full review and final report	Provost and Vice President for Academic Affairs in collaboration with Vice President for Student Engagement and Enrollment Services	Full review to be completed in Fall 2023 with final report available by Spring 2024
	1.c. Solidify a high-touch, sustainable advising model that supports students throughout their collegiate career with an increase in the number of professional advisors/coaches for first-year and second-year students	N/A *(New initiative)*	High-touch, sustainable (and consistent) advising model	Assistant Vice President for Academic Success	Advising model to be developed in Fall 2024 and Spring 2025 for pilot in Fall 2025 and full implementation in Fall 2026 *(if needed based on the task force as outlined in 1.b.)*
	1.d. Enhance graduate-level advising to support students throughout their programs with a focus on degree completion and career exploration	N/A *(New initiative)*	Enhanced/expanded graduate-level advising outreach and programming	Vice Provost and Dean of the Graduate School in collaboration with Assistant Vice President for Academic Success	Full review with final report in 2023 and outreach/ programming development and implementation in 2024

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
2. Continue to provide an affordable college experience by offering additional financial support for students, reducing financial barriers that impede progression and success, and supporting student social mobility	2.a. Create additional scholarship opportunities for special student populations, such as first-generation, low-income, transfer, online, military, and international students	N/A *(New initiative)*	64% of financial need met	Vice President for Student Engagement and Enrollment Services in collaboration with Vice President for University Advancement and Vice President for Administration and Finance	Research student population needs for additional funding in 2023; begin fundraising efforts in 2024; and prioritize student needs based upon available funding beginning in 2025
	2.b. Expand paid internship opportunities for students who cannot otherwise participate in internships that are unpaid; expand internship grants offered by Career Development Services	Career Development Services funding of $40,000 to 19 students over three semesters	Increase the number of paid internships directly offered and funded by Career Development Services by 25%	Director of Career Development Services	Conduct review of unpaid internships in 2023; identify funding opportunities in 2024; and implement expanded support in 2025
	2.c. Expand financial support, such as grants, to assist students who are within 15 credits of graduation	N/A *(New initiative)*	Availability and offering of grant funds	Vice President for Student Engagement and Enrollment Services in collaboration with Vice President for University Advancement and Vice President for Administration and Finance	Conduct review of financial needs in 2023; identify funding opportunities in 2024; and implement expanded support in 2025

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
3. Increase undergraduate student retention and graduation rates	3.a. Align student recruitment, academic outreach, and retention activities to enhance engagement, success, and sense of belonging to increase retention and graduation rates	*2022 actuals* 74% retention and 49% graduation rates	*2027 targets* 84% retention and 57% graduation rates	Vice President for Student Engagement and Enrollment Services in collaboration with key campus constituents	Incremental progress over the five-year reporting period
	3.b. Empower students to declare a major on or before 60 earned credit hours	No major declaration policy with 10% of students having 60+ credits and no declared major	Final policy with full compliance	Provost and Vice President for Academic Affairs Vice President for Student Engagement and Enrollment Services	Conduct assessment and create policy in 2023 with policy implementation in 2024 and full compliance by 2025
	3.c. Encourage students to complete 30 credits per academic year with consideration for individual needs	12 median credits earned per semester	15 median credits earned per semester	Provost and Vice President for Academic Affairs Vice President for Student Engagement and Enrollment Services	Awareness campaign in 2023 with initial implementation, including training, in 2024
	3.d. Provide consistent, comprehensive integrated support for students by streamlining the front-line support with technology solutions	N/A *(New initiative)*	Comprehensive integrated support with Chatbot, Live Chat, Appointment Scheduling, AI based alerts, and Case Management system	Provost and Vice President for Academic Affairs; Vice President for Student Engagement and Enrollment Services; and Vice President for Administration and Finance	Implementation in 2023 with tracking and evaluation in subsequent years

Goal	Strategy	Baseline	Target	Responsible Party	Timeline
	3.e. Integrate academic success support in courses historically identified as having high DFW and Incomplete grades	MATH 103 is the only course that offers supplemental instruction.	Embed supplemental instruction into at least two high DFW courses from each college every semester Designate academic coaches in each academic college to collaborate with faculty and engage in supplemental instructional activities	Academic colleges (deans and faculty)	Review in 2023; development in 2024 and implementation in 2025 with tracking and evaluation in subsequent years

Enrollment Projections

Currently under development

Retention and Graduation Rate Projections

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