



# OLD DOMINION UNIVERSITY

## MEETING MINUTES Challenges and Opportunities Subcommittee Thursday, January 13, 2022 1:00 PM

**In Attendance:** President Hemphill, Ashley Schumaker, Genny Conwell, Brian Payne, Melva Grant, Stuart Henderson, Christopher Fleming, John Hasher, John Nunnery, Helen Crompton, Annamarie Ginder, Nadine Faulcon-Johnson, Samantha Palmucci, Krzysztof Rechowicz, Deborah Krzyzaniak, Khan Iftekharuddin, Jessica Whitehead, David Bowles, Tancy Vandecar-Burdin, Anil Nair, Robert Wells, Malissa Beall, Teresa Kissel, Vickie Carnegie, Deondre Wise, Harry Smithson.

**Welcome, Introductions, and Charge by The President:** President Hemphill opened the meeting with a welcome and introduction. He thanked everyone for agreeing to serve on this subcommittee. He also thanked Brian Payne and Melva Grant for serving as co-chairs. President Hemphill informed everyone that the work completed by this subcommittee will define the meeting structure, develop the work plan moving forward, and will be shared with the Steering Committee for feedback. He asked everyone to be mindful of time.

President Hemphill informed the subcommittee that a draft of this document will be submitted to the Board of Visitors in September 2022 and to the campus for comments. The final plan will be submitted in December 2022 for voting and then implementation in January 2023. The role of this subcommittee is to set the stage for all subcommittees, so the outcomes and conversations will be critical. Everyone was informed that all steering committees and subcommittees will begin work in February 2022. President Hemphill asked everyone to consider internal and external focus groups as they think about the steps. He also asked the subcommittee to review prior strategic plans and focus groups. A SWOT Analysis will be conducted to guide opportunities. This will need to be conducted in 60 days in order to prepare a report to be presented to the Steering Committee on March 15<sup>th</sup>. President Hemphill encouraged the subcommittee to think about weekly meetings.

In the spirit of engagement and transparency, everyone was informed that there will be a website that allows faculty and students access to the meeting minutes from this subcommittee. Everyone was asked to work with Genny Conwell to confirm what will need to be shared in the minutes.

President Hemphill opened the meeting for questions and provided answers. Please see below.

**Questions:** How open do you want the subcommittee to be?

**Answer:** It will be up to you to decide what to share.

**Question:** Who are the challenges and opportunities for?

**Answer:** You will be looking at challenges and opportunities as a university.

**Question:** Are there some goals to consider as we look at challenges?

**Answer:** We will have a link to what we have developed. You will not be able to list every challenge, so you will need to focus on the major challenges.

**Question:** Is there anything in your mind that we need to consider?

**Answer:** You have open range, and I will have the opportunity to connect with Melva and Brian about the information that you provided.

**Question:** Has there been a regular strategic plan and does this fit into the original plan?

**Answer:** This plan was postponed due to the pandemic in spring 2020 and there is a plan that occurs every five years. Key Performance Indicators (KPI) will have to measure whether we are successful. Each person will have a goal from their dean and their names may be included in this plan. The plan will be updated twice each year and will show if we met the goal. You will have to put together a proposed budget and update it. This document will be included in the document as an appendix in the plan. A number of colleges have developed strategic plans that's shared twice a year.

**Question:** How far in the future do you want us to take a look?

**Answer:** Just five years. March 14<sup>th</sup> is the due date to the Steering Committee, but you will continue to work together until you receive feedback. The next time that you will meet after March 14th, will be after we receive feedback from the board or the public.

**Question:** Are there individuals on both the steering committee and this subcommittee?

**Answer:** We tried to prevent having people serve on multiple subcommittees.

**Question:** Is there a strength and weakness committee also?

**Answer:** You will be looking at strength and weakness also.

**Question:** How well did the plan work for us? What is the product going to look like?

**Answer:** Brian Payne - It was more specific to what we did and there is a dashboard online with our goals.

President Hemphill informed the subcommittee that for this plan, they will need to stretch themselves, be realistic, and reach for opportunities to advance the University. He also mentioned that this is going to be something that we look at as an institution. The subcommittee was also informed that we are striving for retention goals, retention rates and will need to work on rebounding and other key areas. It was also mentioned that achieving R1 status would have been a goal to strive for, but this is already accomplished. **Now we have to check OSC?**

President Hemphill thanked everyone again for agreeing to serve on this committee and told the committee that he is looking forward to seeing their work.

### **Initial Feedback Discussion Led by Co-Chairs:**

Brian Payne reminded everyone that this report is due March 14th. There was discussion between Melva Grant and Brian Payne on how the subcommittee can make this goal in the time permitted. As a result, a schedule and series of weekly meetings with topics aiming towards this was created and shared onscreen. One day will be dedicated for a baseline discussion, to share the strategic plan, and to provide feedback on committee's progress. If we have the VP feedback from the plan, then this information will be shared with you. The subcommittee was asked to email Brian and Melva the contact information of individuals in the community that should be invited to the focus groups. They will be provided with ODU game tickets.

### **Work Plan Discussion Led by Co-Chairs**

Different subgroups will be invited to share challenges and opportunities. At least four subgroups will be created to focus on challenges and opportunity for specific areas. You will be able to pick the top 3 subgroups that you would like to join.

Subgroup Topics:

- Research
- Student Success/Academics
- Community Engagement
- Infostructure/ Technical
- Competition or Collaboration.
- Other suggestions can be provided.

### **Other Business:**

It was suggested to shift from using a SWOT analysis to a SOAR analysis and an explanation about this was requested. It was explained that SOAR stands for Strengths, Opportunities, Aspirations, and Results. It was also mentioned that the word challenge was used instead of weakness.

The subcommittee members were informed that when having conversations, they should not think of people but of organizations and units instead of the individuals. It was also suggested to look externally to identify domains as opportunities first and then place these domains into subgroups. Global, political, State legislatives, and resources are example of some these suggested domains. R1 status was suggested an internal option. Everyone was informed that these titles may shift as everyone learn more.

### **Next Meeting**

There was open discussion about dates and times for future meetings and a doodle poll will be share with suggested timeframes. It was decided that the next meeting will be two hours on Friday, January 21, 2021.

### **Meeting Adjourned**