<table>
<thead>
<tr>
<th>Goal / Strategy</th>
<th>Goal</th>
<th>Strategy</th>
<th>Status</th>
<th>Progress</th>
<th>Challenges</th>
<th>Collaboration</th>
<th>Next Steps</th>
<th>Investments</th>
<th>Milestone Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.a.</td>
<td>Create a leading institution in the Commonwealth of Virginia in developing and offering relevant and regionally focused academic programs.</td>
<td>Beach’s Housing Resource Center and secured $300,000 from Sentara.</td>
<td>In progress and on schedule</td>
<td>Developed new curricula that focus on underserved/underrepresented healthcare providers.</td>
<td>Recruitment and retention of faculty and staff.</td>
<td>In progress and on schedule</td>
<td>In progress and on schedule</td>
<td>None. The Department of Defense pays the salaries leaving service and when the internship opportunity is available.</td>
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<tr>
<td>1.b.</td>
<td>Serve a leading role in the Commonwealth of Virginia in developing and offering relevant and regionally focused academic programs.</td>
<td>Reclassified funds and staff positions to support new teacher training cohorts with school districts across Hampton Roads and expanded the Teacher in Residence program model for sustainability.</td>
<td>In progress and on schedule</td>
<td>Aluminum bodies for the regional, community, and global workforce.</td>
<td>Lack of significant funding to advance these efforts is challenging the ability of the organization to meet challenges.</td>
<td>In progress and on schedule</td>
<td>In progress and on schedule</td>
<td>No. The Department of Defense pays the salaries leaving service and when the internship opportunity is available.</td>
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<tr>
<td>1.c.</td>
<td>Utilize regional and national labor market data to develop and expand targeted demand-oriented academic programs.</td>
<td>Identified state pension and retirement, childcare, and mental health specifically for our active-duty service members as critical areas of concern on a regional, statewide, and national level. Continued to work closely with the Hampton Roads Workforce Council, The Hampton Roads Alliance, The Hampton Roads Executive Roundtable, Hampton Military Activities and Special Projects, Military Branches of ODU to develop a robust work-based learning structure that businesses can leverage to support their local needs.</td>
<td>In progress and on schedule</td>
<td>Continue to raise awareness of the SkillBridge Program to connect transitioning service members with potential employers to provide internships for up to six months without cost to employers. In December 2023, HR implemented a third partnership internship opportunity for human resource management.</td>
<td>Another challenge is alignment of the service member’s goals and the career roles in the business field.</td>
<td>In progress and on schedule</td>
<td>In progress and on schedule</td>
<td>None. The Department of Defense pays the salaries leaving service and when the internship opportunity is available.</td>
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</tr>
<tr>
<td>2.a.</td>
<td>Partner with industry and policy makers leaders to identify and respond to regional, national, and global workforce needs.</td>
<td>Faculty in the undergraduate nursing program have been working closely with the ODU Global team to develop all RN to BSN courses in new platform for online delivery.</td>
<td>In progress and on schedule</td>
<td>Identified state pension and retirement, childcare, and mental health specifically for our active-duty service members as critical areas of concern on a regional, statewide, and national level. Continued to work closely with the Hampton Roads Workforce Council, The Hampton Roads Alliance, The Hampton Roads Executive Roundtable, Hampton Military Activities and Special Projects, Military Branches of ODU to develop a robust work-based learning structure that businesses can leverage to support their local needs.</td>
<td>Another challenge is alignment of the service member’s goals and the career roles in the business field.</td>
<td>In progress and on schedule</td>
<td>In progress and on schedule</td>
<td>None. The Department of Defense pays the salaries leaving service and when the internship opportunity is available.</td>
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<tr>
<td>2.b.</td>
<td>Continue to develop signature academic programs to provide the necessary degrees and certifications to support the identified clusters.</td>
<td>School of Cybersecurity developed a new risk management focus in the undergraduate and graduate programs.</td>
<td>In progress and on schedule</td>
<td>Identified state pension and retirement, childcare, and mental health specifically for our active-duty service members as critical areas of concern on a regional, statewide, and national level. Continued to work closely with the Hampton Roads Workforce Council, The Hampton Roads Alliance, The Hampton Roads Executive Roundtable, Hampton Military Activities and Special Projects, Military Branches of ODU to develop a robust work-based learning structure that businesses can leverage to support their local needs.</td>
<td>Another challenge is alignment of the service member’s goals and the career roles in the business field.</td>
<td>In progress and on schedule</td>
<td>In progress and on schedule</td>
<td>None. The Department of Defense pays the salaries leaving service and when the internship opportunity is available.</td>
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</table>
2.a. Explain the value of undergraduate experiential learning to faculty, recruitment, evaluation, and retention efforts

In progress and on schedule

Undergraduates and graduate students enrolled in our health science programs continue to provide meaningful input regarding our commitment to improving our graduate health science programs. Cognizant of the University's strategic mission and in response to the goals set by the University's Strategic Plan, the College of Health Sciences has identified several key areas for improvement.

- The School of Nursing secured furnished housing in the City of Franklin for students who are engaged in experiential learning to live in the area.
- We are collaborating with key partners to expand access to food banks for students.
- The Department of Communication in the College of Arts and Letters has developed a new course in media and public relations.
- The Geography program has opened a new drone lab, which allows us to offer undergraduate General Education courses and graduate courses utilizing the latest in mapping science, and resilience.
- The Department of English in the College of Arts and Letters awarded five $1,500 Career Development Redesign Mini-Grants to full-time faculty teaching 300-level courses.

2.b. Securely facilitate implementation and integration of experiential learning programs into course curricula

In progress and on schedule

- The School of Nursing secured funds from Sentara Cares Food Bank of Franklin, EVMS, and the ODU Academic Success Center.
- The Geography program has developed a new course in media and public relations.
- The Department of Communication in the College of Arts and Letters has developed a new course in media and public relations.
- The Department of English in the College of Arts and Letters awarded five $1,500 Career Development Redesign Mini-Grants to full-time faculty teaching 300-level courses.
- The Student Success Innovation Team has been created and includes faculty and staff from across campus. The team is working with the National Institute for Student Success to identify ways to improve academic success for all undergraduate students.

2.c. Identify high-impact experiences for all undergraduate students to redesign experiential learning programs

In progress and on schedule

- The School of Nursing secured furnished housing in the City of Franklin for students who are engaged in experiential learning to live in the area.
- The Geography program has opened a new drone lab, which allows us to offer undergraduate General Education courses and graduate courses utilizing the latest in mapping science, and resilience.
- The Department of English in the College of Arts and Letters awarded five $1,500 Career Development Redesign Mini-Grants to full-time faculty teaching 300-level courses.
- The Student Success Innovation Team has been created and includes faculty and staff from across campus. The team is working with the National Institute for Student Success to identify ways to improve academic success for all undergraduate students.

2.d. Enhance teaching and learning in undergraduate health science programs

Challenges

- Increasing demand for trained professionals in the healthcare field.
- Retaining faculty with expertise in experiential learning.
- Developing partnerships with community organizations to provide real-world experiences.

Collaborations

- National Institute for Student Success
- Academic Success Center
- ODU Academic Success Center

Next steps

- Continue to collaborate with regional academic partners to expand experiential learning opportunities.
- Develop partnerships with community organizations to provide real-world experiences.
- Increase faculty development efforts to support experiential learning.

Investments

- Reallocate of funds within the School of Nursing to support faculty development.
- Expand resources to increase student outcomes.
- Implement new technologies to enhance student engagement.

Evaluation

- Measure increases in student outcomes.
- Assess faculty development (completed with hiring of Dr. Tarver as associate dean for faculty development).
- Evaluate student retention and graduation rates.

In progress and on schedule

- The School of Nursing secured furnished housing in the City of Franklin for students who are engaged in experiential learning to live in the area.
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- The Department of Communication in the College of Arts and Letters has developed a new course in media and public relations.
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- The Department of English in the College of Arts and Letters awarded five $1,500 Career Development Redesign Mini-Grants to full-time faculty teaching 300-level courses.

2.e. Provide funding to enhance the capacity of the Center for Interprofessional Education, Practice, Education, and Research (CIPER) to support the engagement of Health professions students in community-based service

No Update Provided

2.f. Increase recruitment and retention of faculty and staff across academic colleges.

Challenges

- Identifying staffing and financial resources for future fellowships and assistant professor appointments.
- Identifying additional financial resources for graduate student mentor stipends.
- Identifying additional financial resources for graduate student mentor stipends.

Collaborations

- National Institute for Student Success
- Academic Success Center
- SEES

Next steps

- Requesting a director’s position to guide the formation of the new campus hiring office.
- Recruitment and retention efforts among undergraduate students.
- Identifying additional financial resources for graduate student mentor stipends.

Investments

- Reallocate of funds within the School of Nursing to support faculty development.
- Expand resources to increase student outcomes.
- Implement new technologies to enhance student engagement.

Evaluation

- Measure increases in student outcomes.
- Assess faculty development (completed with hiring of Dr. Tarver as associate dean for faculty development).
- Evaluate student retention and graduation rates.

In progress and on schedule

- The School of Nursing secured furnished housing in the City of Franklin for students who are engaged in experiential learning to live in the area.
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2.g. Improve student success in aligning academic success support in courses historically identified as having high DFW and incomplete grades.

None

Challenges

- Identifying staffing and financial resources for future fellowships and assistant professor appointments.
- Identifying additional financial resources for graduate student mentor stipends.
- Identifying additional financial resources for graduate student mentor stipends.

Collaborations

- National Institute for Student Success
- Academic Success Center
- SEES

Next steps

- Selecting and retaining high-performing faculty.
- Redefining teaching portfolios to include innovative pedagogies.
- Incentivizing faculty to implement and integrate experiential learning into their courses.

Investments

- Reallocate of funds within the School of Nursing to support faculty development.
- Expand resources to increase student outcomes.
- Implement new technologies to enhance student engagement.

Evaluation

- Measure increases in student outcomes.
- Assess faculty development (completed with hiring of Dr. Tarver as associate dean for faculty development).
- Evaluate student retention and graduation rates.

In progress and on schedule

- The School of Nursing secured furnished housing in the City of Franklin for students who are engaged in experiential learning to live in the area.
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<tbody>
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<td>3.a.</td>
<td>3.a.</td>
<td>Revamp, update, and realign general education requirements to enhance student learning and work-based outcomes and respond to regional and global workforce needs</td>
<td>In progress and on schedule</td>
<td>Invited three external consultants to review our general education program. The onsite segment of the program review was held on January 22-24, 2024. The purpose of this review was to learn how we might best work toward meeting this strategic goal. Findings and recommendations will inform next steps. None</td>
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<td>3.b.</td>
<td>3.b.</td>
<td>Implement the use of evidence-based quality standards for inclusive teaching and learning to meet the needs of all students and ensure academic rigor across instructional modalities</td>
<td>In progress and on schedule</td>
<td>The Digital Accessibility Checker has been successfully implemented and is currently in production within the LMS. Testing has been completed, and it will be available to all courses. Training is scheduled for all users. Digital accessibility and ADA compliance are critical for ensuring a fully accessible learning environment for all students.</td>
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<td>3.c.</td>
<td>3.c.</td>
<td>Position the Academic Success Center to offer comprehensive advising to undergraduate students</td>
<td>In progress and on schedule</td>
<td>Hosted two NACADA consultants on campus in October. A summary report was received in the middle of December with a rollout to the campus beginning in mid-January. The current strategy is very broad in scope and will need to be reexamined as we begin to review the NACADA report. The person overseeing central advising is currently in an interim position. Once the position has been officially filled, progression on this strategy can occur on a more regular basis. Based on the NACADA report, one of the first initiatives we will undertake is the formation of an Advising Leadership Council which will hopefully guide the mission and vision for an advising model. We will also administer an advising survey after spring break to seek feedback from students on their advising experiences.</td>
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<td>3.d.</td>
<td>3.d.</td>
<td>Build a more robust advising infrastructure for graduate students</td>
<td>In progress and on schedule</td>
<td>School of Nursing provided professional development funds to enable the school's Chief Academic Advisor to obtain an Advising Certificate from Kansas State University. The Recruitment and Enrollment Specialist in the College of Education and Professional Studies is working closely with GPDs to assist with enrollment, onboarding, and advising needs for new students. The Graduate School surveyed all graduate program directors in Fall 2023 regarding their workload and position satisfaction. The response rate was high at 63.2%. Preliminary analysis reveals a significant need for training in advising and other aspects of the position. Further analysis will be conducted in Spring 2024. Need for additional funds to provide professional development for advisors and academic support staff.</td>
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<td>4.a</td>
<td>Increase the involvement of high-achieving undergraduate and graduate students in faculty-supervised research through targeted funds</td>
<td>In progress and on schedule</td>
<td>College of Health Sciences received $48,000 from Perry Honors College to align undergraduate students with research opportunities associated with future R15 submissions.</td>
<td>None</td>
<td>Perry Honors College</td>
<td>Institute for Social Research and Development</td>
<td>Spring 2024</td>
<td>None</td>
<td>Austin Agho, Ph.D.</td>
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<tr>
<td>4.b</td>
<td>Position the Graduate School to improve the University's competitiveness in recruiting, retaining, and graduating high-achieving, underrepresented graduate students</td>
<td>In progress and on schedule</td>
<td>The Graduate School, in part of its current budget request, will seek increasing funding to graduate students' stipends and fellowships.</td>
<td>None</td>
<td>Graduate Admission and Development</td>
<td>Graduate Recruitment Committee</td>
<td>Spring 2024</td>
<td>None</td>
<td>Judith Hackman</td>
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Institutional Research has identified the following baselines for on-campus, graduate enrollment: Fall 2022 – 2,335; Fall 2023 – 2,253. More work will need to be done to reach the 3,400 target. Targets for the awarding of master’s and doctoral degrees are being met. The Graduate School, as part of its current budget request, will seek increasing funding to graduate students’ stipends and fellowships. The Graduate School is working with the staff of University Communications on a graduate education awareness campaign for Spring 2024. Funding for graduate assistantships is allocated to students in the MLIS program. University Libraries continue to contribute to and support the rapidly growing American Library Association accredited MLIS program in the College of Education and Professional Studies. Several librarians from the University Libraries teach as adjuncts in the program. Others serve on the program advisory board and teaching and research faculty search committees. Librarians have also collaborated with MLIS program faculty on successful grant applications that received funding. The University Libraries offers numerous assistantship and internship opportunities to students in the MLIS program.
5a. Accelerate the recruitment and retention of diverse faculty and staff to ensure compliance with existing personnel

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<thead>
<tr>
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<tr>
<td>In progress and on schedule</td>
<td>To assist with retention efforts, HR is working with ITS to implement dashboards via Banner Analytics/Insights to provide total compensation information and other salary and benefit data to all faculty and staff. This will promote transparency and accountability, leading to increased satisfaction and retention.</td>
<td>ITS will continue to work with HR on this initiative.</td>
<td>None</td>
<td>September Sanders</td>
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<td>In progress and on schedule</td>
<td>The Climate Survey Committee met to address recommendations. A supervisor forum was established. The forum will be an opportunity for the Climate Survey Committee to discuss strategies for improving workplace conditions and retention.</td>
<td>Climate Survey Committee will develop a plan to implement changes based on feedback from the Climate Survey.</td>
<td>None</td>
<td>ODU Center for Faculty Development and School of Nursing.</td>
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<td>In progress and on schedule</td>
<td>Working with the Virginia Association of Colleges of Nursing, the School of Nursing secured $560K in base funding in October 2023 from the Commonwealth of Virginia to increase clinical salaries and nursing educator salaries in efforts to recruit and retain faculty to promote excellence and diversity in teaching.</td>
<td>School of Nursing will continue to work with Academic Affairs to recruit additional faculty.</td>
<td>None</td>
<td>Austin Agho, Ph.D.</td>
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<td>In progress and on schedule</td>
<td>College of Science arranged for Angela Vann to meet with new faculty in August 2023 and January 2024 to explain benefits and answer questions. This was suggested by new faculty who found that they did not have enough information to make the proper choice of retirement plan. These meetings have been very well received.</td>
<td>College of Science will continue to work with HR on recruitment plans.</td>
<td>None</td>
<td>September Sanders</td>
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5b. Position the Office of Faculty Diversity and Retention to work with the colleges to develop, implement, and maintain a comprehensive plan for faculty and staff recruitment and retention

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<tr>
<td>In progress and on schedule</td>
<td>The recruitment plan for the Office of Faculty Diversity and Retention has been completed.</td>
<td>Academic Affairs and Human Resources have reviewed the plan.</td>
<td>None</td>
<td>September Sanders</td>
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<tr>
<td>Completed, but continued program to exist</td>
<td>The Office of Faculty Diversity and Retention continues to lead efforts to recruit faculty from underrepresented groups and to establish the Center for Faculty Development and Innovation.</td>
<td>Faculty are committed to diversity and inclusion in hiring processes.</td>
<td>None</td>
<td>September Sanders</td>
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<td>In progress and on schedule</td>
<td>The Center for Faculty Development continues to add staff and resources to expand offerings and services for faculty.</td>
<td>Center for Faculty Development will continue to collaborate with Academic Affairs and Human Resources to develop and implement new programs and services for faculty.</td>
<td>None</td>
<td>September Sanders</td>
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