2023-2028 STRATEGIC PLAN

Forward-Focused: Where Innovation Meets Possibilities

July 2025 Mid-Point Summary





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Greetings, Monarch Nation!

Following the December 2022 approval by the Board of Visitors, the University has been consistently pursuing and diligently working toward successful achievement of the seven focal areas, 30 goals, and 103 strategies. When we began our implementation phase in January 2023, we had a daunting task ahead. However, now at the mid-point of our implementation efforts, I am delighted to share that all strategies are either in progress or have been completed.

While a vast majority of the strategies remain in progress, we have made noteworthy advancement across all 103 strategies. From an up-to-date strategy status, the breakdown is as follows: 11 have begun, but progress may be delayed; 42 are on track; and 50 are successfully completed, but additional progress is either expected or possible. This is a true testament to the resilient nature of the Monarch spirit. With much work ahead, this is a special time to celebrate how far we have come with a variety of specialized initiatives, such as academic advising and general education, as well as broader areas like branding and marketing, philanthropic giving, research growth, and student success – just to name a few.

Without question, this has been a University-wide effort involving our talented students, world-class faculty, and dedicated staff, as well as passionate alumni, caring community, and strong supporters. I am confident that we will maintain the Monarch momentum from our implementation thus far and look forward to offering continued updates and issuing a final report on our strategic plan, including our shared journey of opportunities and possibilities. GO MONARCHS!

With Monarch Pride,

Brian O. Hemphill, Ph.D.

President

Section 2: Goal Snapshot

Academic Excellence

- Goal 1: Serve as a leading institution in the Commonwealth of Virginia in developing and offering relevant, signature academic programs to meet regional and global workforce needs
- Goal 2: Provide high-impact experiences for all undergraduate students through experiential learning programs
- Goal 3: Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs
- Goal 4: Develop infrastructure to support excellence in research and scholarship for undergraduate and graduate students
- Goal 5: Accelerate the recruitment and retention of diverse faculty and academic administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship

Branding, Marketing, and Communication

- Goal 1: Build a unified and inspirational brand promoting local, regional, and national recognition for all entities of the University
- Goal 2: Build infrastructure to optimize print, social media, and web engagement
- 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
- Goal 4: Better integrate the physical campus in branding, marketing, and communication efforts through campus beautification endeavors by emphasizing projects that maximize the University's brand identity, create a sense of place, promote wellbeing, foster a diverse community, and promote a unified look that engages students, faculty, staff, and guests

Corporate/Community Partnerships and Economic Development

- Goal 1: Build internal infrastructure and culture for corporate and community engagement
- Goal 2: Deploy a new infrastructure and culture to increase corporate and community partnerships
- Goal 3: Expand innovation and entrepreneurship
- Goal 4: Support economic wellbeing through economic development

Philanthropic Giving and Alumni Engagement

- Goal 1: Create a more robust infrastructure for advancement-related activities and operations
- Goal 2: Build a sustainable culture of philanthropy across the University
- Goal 3: Expand the University's alumni reach to foster pride and engagement
- Goal 4: Increase overall annual support
- Goal 5: Launch and complete a comprehensive capital campaign

Research Growth

- Goal 1: Achieve national prominence in targeted emerging research areas in a manner that creates movement to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging existing areas of strength
- Goal 2: Foster a culture of faculty and administrative collaboration that enhances communication and focuses on solving problems and challenges in operating a robust research enterprise
- Goal 3: Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure
- Goal 4: Reconceptualize the arts and humanities as crosscutting and integral to all disciplines by connecting scholarship in the arts and humanities with scholarship in science, engineering, health sciences, and other fields

Strategic Enrollment Growth

- Goal 1: Grow targeted, high-demand programs to attract traditional undergraduate, online, transfer, military, international, and graduate students
- Goal 2: Grow fully online enrollment
- Goal 3: Enhance access and affordability to attract and retain students, while promoting affordability and completion by all student levels and modalities
- Goal 4: Grow and support untapped Latinx enrollment
- Goal 5: Engage community resources and family members to support recruitment and student success

Student Engagement and Success

- Goal 1: Improve academic preparation, engagement, and advising of students to prepare them for academic and post-graduate success
- 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
- Goal 3: Increase undergraduate student retention and graduation rate

Section 3: Academic Excellence Strategy Status

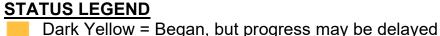


- Dark Yellow = Began, but progress may be delayed
- Light Green = On track

 Check = Successfully completed, but additional progress expected/possible
- Goal 1: Serve as a leading institution in the Commonwealth of Virginia in developing and offering relevant, signature academic programs to meet regional and global workforce needs
 - Strategy 1.a. Partner with industry and public sector leaders to identify and respond to regional, national, and global workforce needs
 - Strategy 1.b. Utilize regional and national labor market data to develop or expand high-demand academic programs
 - Strategy 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
 - Strategy 2.a. Emphasize the value of undergraduate experiential learning in faculty recruitment, evaluation, and retention efforts
 - Strategy 2.b. Incentivize faculty to implement and integrate experiential learning pedagogies into their courses
 - Strategy 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
 - Strategy 2.d. Charge the Perry Honors College to promote and expand experiential learning and post-graduate opportunities among undergraduate students
 - Strategy 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
 - Strategy 3.a. Revamp, update, and realign general education requirements to enhance student learning and work-based outcomes and respond to regional and global workforce needs
 - Strategy 3.b. 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
 - Strategy 3.c. Position the Academic Success Center to offer comprehensive advising to undergraduate students

- Strategy 3.d. Build a more robust advising infrastructure for graduate students
- Goal 4: Develop infrastructure to support excellence in research and scholarship for undergraduate and graduate students
 - Strategy 4.a. Increase the involvement of high-achieving undergraduate and graduate students in faculty supervised research through targeted funds
 - Strategy 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 academic administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship
 - Strategy 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
 - Strategy 5.b. Position the Office of Faculty Diversity and Retention to work with college diversity committees in developing proactive faculty and staff recruitment plans
 - Strategy 5.c. Charge the Center for Faculty Development with providing mentoring, training, and support opportunities to all faculty, especially those from underrepresented groups

Section 3: Branding, Marketing, and Communication Strategy Status



- Light Green = On track
- Check = Successfully completed, but additional progress expected/possible
- Goal 1: Build a unified and inspirational brand promoting local, regional, and national recognition for all entities of the University
 - Strategy 1.a. Determine the current level of brand awareness and recognition among internal and external constituents and utilize that information to identify opportunities for improved branding
 - Strategy 1.b. Identify a single, universal, overarching logo/mark to be utilized on all University communications and replace all forerunners
 - Strategy 1.c. Develop University brand standards, including an updated visual identity, and provide campus-wide training and resources to support proper usage
 - Strategy 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
 - Strategy 2.a. Provide tools and resources to boost brand awareness, enhance targeting, and maximize content marketing about academic programs, student and alumni success stories, and Monarch life
 - Strategy 2.b. Create a digital workflow for story submission, usage, tracking, and assessment
 - Strategy 2.c. Enhance the Digital Monarchs initiative to share Monarch stories more broadly
 - Strategy 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
 - Strategy 3.a. Expand knowledge of brand, audiences, messaging, and usage of assets among internal and external constituents
 - Strategy 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

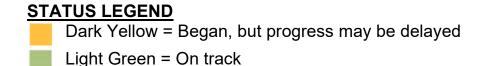
- Goal 4: Better integrate the physical campus in branding, marketing, and communication efforts through campus beautification endeavors by emphasizing projects that maximize the University's brand identity, create a sense of place, promote wellbeing, foster a diverse community, and promote a unified look that engages students, faculty, staff, and guests
 - Strategy 4.a. Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors
 - Strategy 4.b. Enhance campus aesthetics and safety with lighting and projections
 - Strategy 4.c. Install public art across campus utilizing artifacts from the permanent collection and projects completed by faculty, students, and visiting artists, dovetailing with improvements in landscaping and greenspaces
 - Strategy 4.d. Identify arts spaces in the regional community that could be co-branded for University-sponsored performance

Section 3: Corporate/Community Partnerships and Economic Development Strategy Status

- Dark Yellow = Began, but progress may be delayed
- Light Green = On track
- Check = Successfully completed, but additional progress expected/possible
- Goal 1: Build internal infrastructure and culture for corporate and community engagement
 - Strategy 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
 - Strategy 1.b. Evaluate and implement a Customer Relationship Management (CRM) system as part of that coordination process
 - Strategy 1.c. Strengthen campus systems for tracking community engagement in order to maintain the Carnegie designation
 - Strategy 1.d. Educate and train students, faculty, and staff about the benefits of and opportunities for engagement
 - Strategy 1.e. Identify and implement incentives for students, faculty, and staff to engage with community and corporate partners
- Goal 2: Deploy a new infrastructure and culture to increase corporate and community partnerships
 - Strategy 2.a. Task the Relationship Governance Team with identifying and implementing opportunities to strengthen existing partnerships
 - Strategy 2.b. Identify new partners through expanded alumni and community engagement
 - Strategy 2.c. Identify and implement opportunities to increase corporate and community engaged research by faculty and students
 - Strategy 2.d. Identify and reduce barriers to student participation in internships and other work-based learning opportunities
 - Strategy 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
 - Strategy 3.a. Support innovation and entrepreneurship for early-stage student and faculty intellectual property (IP) commercialization with a focus on startup
 - Strategy 3.b. Partner with industry in pursuit of federal and other funding to develop commercial IP
 - Strategy 3.c. Secure external grants to support the training and development of faculty and student entrepreneurship cohorts
 - Strategy 3.d. Create new and strengthen existing entrepreneurship partnerships with K-12, community colleges, apprentice schools, and other partners

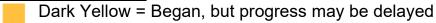
- Strategy 3.e. Expand entrepreneurship opportunities for diverse founders and other underserved populations through collaborations with regional and state non-profit and corporate partners
- Strategy 3.f. Align campus-based entrepreneurship and innovation resources with existing and emerging areas of research strength
- Goal 4: Support economic wellbeing through economic development
 - Strategy 4.a. Pursue federally funded economic development awards to build a critical mass of soft-funded economic development services provided by the campus community
 - Strategy 4.b. Convene and participate in regional economic development teams pursuing one-time federal and other economic development funding opportunities
 - Strategy 4.c. Provide support for economic justice and equity initiatives in the region through faculty outreach and applications for federal and other funding opportunities

Section 3: Philanthropic Giving and Alumni Engagement Strategy Status



- Check = Successfully completed, but additional progress expected/possible
- Goal 1: Create a more robust infrastructure for advancement-related activities and operations
 Strategy 1 a Increase engagement in and support for development
 - Strategy 1.a. Increase engagement in and support for development initiatives, especially among alumni
 - Strategy 1.b. Upgrade alumni/donor database software to increase effectiveness
- Goal 2: Build a sustainable culture of philanthropy across the University
 - Strategy 2.a. Generate a sense of ownership and responsibility among campus constituents for philanthropy and alumni engagement, including support of University operating procedures and constituent training
 - Strategy 2.b. Increase lines of communication with all campus constituents regarding institutional needs, accomplishments, and engagement
 - Strategy 2.c. Assess and enhance donor recognition efforts
- Goal 3: Expand the University's alumni reach to foster pride and engagement
 - Strategy 3.a. Promote and engage alumni through the prominent display of their accomplishments and their participation
 - Strategy 3.b. Increase the number of alumni chapters and clubs
- Goal 4: Increase overall annual support
 - Strategy 4. a. Communicate the University's regional and global economic impact and why it is a good investment for donors
 - Strategy 4.b. Increase alumni participation by expanding direct mail, social media, and online marketing
 - Strategy 4.c. Increase targeted financial assistance for international students, parent programs, and athletics with a goal of expanding alumni solicitation reach
 - Strategy 4.d. Increase giving among high-net-worth households
 - Strategy 4.e. Develop a robust parent program that includes philanthropy
- Goal 5: Launch and complete a comprehensive capital campaign
 - Strategy 5.a. Implement and complete a multi-million dollar capital campaign
 - Strategy 5.b. Lay groundwork for the University's centennial observance

Section 3: Research Growth Strategy Status



- Light Green = On track
- Check = Successfully completed, but additional progress expected/possible
- Goal 1: Achieve national prominence in targeted emerging research areas in a manner that creates movement to the next higher quadrant of Carnegie R1 institutions, while maintaining, enhancing, and leveraging existing areas of strength
 - Strategy 1.a. Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions
 - Strategy 1.b. Increase research expenditures by recruiting senior funded teaching and research faculty and providing additional support for existing faculty to expand their research programs
 - Strategy 1.c. Increase the number of doctorate degrees awarded by increasing the number of E&G funded graduate teaching assistantships (GTAs) and grant funded graduate research assistantships (GRAs)
 - Strategy 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 a robust research enterprise
 - Strategy 2.a. Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels
 - Strategy 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
 - Strategy 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
 - Strategy 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 by connecting scholarship in the arts and humanities with scholarship in science, engineering, health sciences, and other fields
 - Strategy 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
 - Strategy 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

Section 3: Strategic Enrollment Growth Strategy Status

- Dark Yellow = Began, but progress may be delayed
- Light Green = On track
- Check = Successfully completed, but additional progress expected/possible
- Goal 1: Grow targeted, high-demand programs to attract traditional undergraduate, online, transfer, military, international, and graduate students
 - Strategy 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
 - Strategy 1.b. 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
 - Strategy 1.c. Develop high-demand stackable certificates to attract enrollment and incentivize completion of master's degrees
 - Strategy 1.d. Expand linked programs (3+2, 3+3, 4+1, etc.), including post-baccalaureate certificates and master's degrees
 - Strategy 1.e. Offer rolling start times and shorter "semesters" for targeted programs and populations
- Goal 2: Grow fully online enrollment
 - Strategy 2.a. Implement recommendations from recent comprehensive studies and reviews
 - Strategy 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, while promoting affordability and completion by all student levels and modalities
 - Strategy 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
 - Strategy 3.b. Identify sources to increase targeted financial assistance for international students
 - Strategy 3.c. Identify and implement the best tuition models that promote both affordability and timely degree completion
 - Strategy 3.d. Market the return on investment of a degree and the value of timely progression toward graduation

- Goal 4: Grow and support untapped Latinx enrollment
 Strategy 4.a. Create documents and webpages in Spanish
 Strategy 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
 Strategy 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
 - Strategy 5.a. Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia
 - Strategy 5.b. Facilitate strong University connections between families of freshman applicants throughout enrollment and graduation
 - Strategy 5.c. Create a seminar class designed for family members of firstyear students

Section 3: Student Engagement and Success Strategy Status

- Dark Yellow = Began, but progress may be delayed
- Light Green = On track

 Check = Successfully completed, but additional progress expected/possible
- Goal 1: Improve academic preparation, engagement, and advising of students to prepare them for academic and post-graduate success
 - Strategy 1.a. Develop and implement extended orientation programming for undergraduate students
 - Strategy 1.b. Create an advising task force to examine the current structure and procedures of advising
 - Strategy 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
 - Strategy 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
 - Strategy 2.a. Create additional scholarship opportunities for special student populations, such as first-generation, low-income, transfer, online, military, and international students
 - Strategy 2.b. Expand paid internship/work-based learning opportunities for students who cannot otherwise participate in internships/work-based learning that are unpaid, including the expansion of grants offered by Career Development Services
 - Strategy 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
 - Strategy 3.a. Align student recruitment, academic outreach, and retention activities to enhance engagement, success, and sense of belonging to increase retention and graduation rates
 - Strategy 3.b. Empower students to declare a major on or before 60 earned credit hours
 - Strategy 3.c. Encourage students to complete 30 credits per academic year with consideration for individual needs
 - Strategy 3.d. Provide consistent, comprehensive integrated support for students by streamlining the front-line support with technology solutions
 - Strategy 3.e. Integrate academic success support in courses historically identified as having high DFW and Incomplete grades

Section 4: Data Highlights

Year	Retent	ion Rate
2022 (Baseline)	74% ((Actual)
2023	75% Projected	75% Actual
2024	76% Projected	76% Actual
2025	77% Projected	<i>TBD</i> Actual

Source: SCHEV Retention Report

Year	Research Spending
2022 (Baseline)	\$87 million
2023	\$95.3 million
2024	\$104.1 million
2025	TBD

Source: Division of Research and Economic Development Data

Year	Philanthropic Giving Total Amount
2022 (Baseline)	\$42.5 million
2023	\$47.8 million
2024	\$61.7 million
2025	\$103.6 million

Source: Division of University Advancement Data

Year	Philanthropic Giving Number of Donors
2022 (Baseline)	5,161
2023	5,361
2024	4,414
2025	4,578

Source: Division of University Advancement Data

Section 5: Budget Investment, Continued Work, and Future Direction

With the implementation of the strategic plan, a Monarch Investment Fund, totaling \$25 million, was established to house additional resources for new initiatives, as well as expanded activities in existing areas. An annual contribution of \$5 million was made as outlined below with a current investment of \$15 million.

Year	Monarch Investment Fund
2022 (Baseline)	\$0
2023	\$5 million
2024	\$5 million
2025	\$5 million

For the remainder of the implementation period, the University will continue to pursue its goals and strategies. Regular reports will continue to be produced and made available. It is anticipated that a new plan will be adopted before the conclusion of the final year in the current plan. As such, the 2028-2033 strategic planning process is likely to commence in 2027.



