

Spring 2023 Strategic Plan Progress Report: Academic Excellence

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
			<p>The Monarch Internship and Co-Op Office was created in the Academic Success Center to centralize support for internships and co-ops. The School of Nursing hired a simulation nurse educator to grow hands-on simulation learning experiences in undergraduate and graduate nursing curricula. Nursing students are assigned rotations as members of the health care team providing primary care services to residents of the City of Franklin. The ePortfolio and Digital Initiatives housed in the Academic Success Center are tasked with providing tutoring, workshops, class visits, tutorials related to high impact/experiential digital pedagogical practices such as ePortfolio integration and XR-enhanced activities. All programs in the Darden College of Education and Professional Studies offer courses with</p>					

Spring 2023 Strategic Plan Progress Report: Academic Excellence

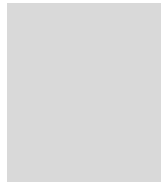
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3.a.		Revamp, update, and realign general education requirements to enhance student learning and work-based outcomes and respond to regional and global workforce needs	English general education composition classes have been revised to better meet the needs of incoming students. ENGL 101 and ENGL 11C have been uncoupled so that students are now empowered to decide on their own writing needs. ENGL 211 has also been standardized to better meet the needs of all students. Strategic investment has been made in technology and software to expand the virtual reality capabilities of the Language Learning Center and all foreign language classrooms. This investment supports the departmental pedagogical strategy of engaging students in non-textbook-based activities with curricula that respond to student needs. Using VR in the classroom and language laboratory immerses students in scenarios that promote cross-cultural communication skills and strategic thinking while promoting ODU students into global citizens. The Quality Enhancement Plan has been piloted and will be implemented in the fall.	N/A	Academic Affairs internal units	Next steps are to start the process of reviewing and updating general education requirements in Fall 2023.	A sum of \$20,000 was reallocated from the QEP funds to support this initiative.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
3.b.	Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs	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	The Academic Success Center partnered with associate deans to request additional academic advisors within various colleges to lower caseload numbers and provide more comprehensive advising. The Center also conducted research to compare advising models with the models used by ODU peer institutions. By interviewing advising directors and experts, the Center will be better positioned to adopt best practices and consider initiatives to improve the advising system and infrastructure.	Four critical challenges to be addressed include: (1) high caseloads for advisors; (2) inadequate coordination and communication due to the decentralized advising model; (3) inadequate space to meet the needs of undeclared or undecided students; and (4) lack of career paths for advisors.	Academic Affairs internal units	There is a need for reorganized positions to serve new needs including Interdisciplinary Schools. A NACADA consultant team needs to review and provide recommendations for a possible revised advising structure and caseload. Also, research reports should be utilized to update the advising models and structures.	Several positions have been moved from the Regional Higher Education Centers to augment advising services.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
			The Darden College of Education and Professional Studies sponsored content experts to offer three workshops for faculty on decolonizing curriculum and shared an online module with faculty about accessible online teaching strategies.	N/A	Faculty	The Darden College of Education and Professional Studies will showcase the process of inclusive teaching and learning.	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
			In Fall 2022, ODU joined the membership of Quality Matters, an international organization dedicated to research on and implementation of standards to help ensure course quality. DDL has implemented their rubric as part of online course development review, and many DDL staff have been formally trained on the guidelines. Faculty now complete a QM training with Instructional Designers as part of the course development process. Two staff are more fully trained as QM certified facilitators. These externally developed standards provide clear, consistent guidelines to assist content experts in course design and structure that is accessible by a diverse student body and supports their success. DDL is sponsoring and supporting one program (Communication BS) as a pilot for program-level QM certification.	Faculty expressed interest in being more involved in discussions about standards that would be applied at ODU. To facilitate this, DDL established a 20-member Global Policy and Process Committee, 17 of whom are faculty. This group meets regularly to ensure wide involvement and participation and as we implement evidence-based quality standards for courses.	Digital Learning internal units and Academic Affairs	Newly-developed online courses will be QM reviewed as part of the development process. Existing online courses will be reviewed and redesigned as necessary based on the QM standards. DDL will identify needed professional development opportunities for faculty and staff and will offer additional QM trainings. The Division will train additional QM facilitators to support ongoing training and development on the appropriate application of evidence-based quality standards. These facilitators will be able to train and certify faculty as QM reviewers.	QM training costs; QM certification costs.	Vice President for Digital Learning Nina Rodriguez Gonser
3.c.		Position the Academic Success Center to offer comprehensive advising to undergraduate students	This work is scheduled to begin in the next reporting cycle	N/A	Academic Affairs internal units	N/A	N/A	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.
3.d.		Build a more robust advising infrastructure for graduate students	The Graduate School has initiated the process of mapping the assessment process of the University's current advising infrastructure in collaboration with the academic departments/schools and the Academic Success Center. Clinical education directors in the School of Nursing are now assigned advising duties. The Darden College of Education and Professional Studies has transitioned graduate teacher education advising to the college's Central Advising Office (CARC) to ensure consistency and quicker response to the high number of students. The Darden College of Education and Professional Studies has also hired a Recruitment and Enrollment Specialist to assist graduate program directors and department chairs/school directors with recruitment of students and application criteria, application review process, and enrollment procedures and timeline.	Resources to hire professional advisors and support personnel are needed, along with creating metrics to determine when programs are large enough to demand their own or if they can be shared. Finding time for adequate training and development of clinical education directors (nursing) is also an important element to consider.	Academic Affairs internal units	Next steps are to develop Qualtrics survey to distribute among graduate program directors and department chairs/school directors in Fall 2023 in order to identify where the greatest advising needs lie, especially within professional master's degree programs. Also, advising modules in CANVAS need to be created based on best practices. There needs to be a more refined mechanism for evaluation of clinical education directors in nursing.	Resources to hire professional advisors and support personnel are needed.	Provost and Vice President for Academic Affairs Austin Agho, Ph.D.



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1.a.								
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	Determine the current level of brand awareness and recognition among internal and external constituents and utilize that information to identify opportunities for improved branding							
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Spring 2023 Strategic Plan Progress Report: Branding, Marketing, and Communication

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			A two-hour workshop was held on integrated marketing communications planning for campus communicators. More than 50 individuals attended.	N/A	N/A	Continue to offer workshops and trainings to the campus community.	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
			In FY23, University Libraries continued to improve the effectiveness of its use of social media. Department of Engagement effectively harvested content from throughout the Libraries and coordinated distribution through social media, print, and online communications. Special Collections and University Archives also made particularly effective use of social media platforms to publicize and promote their collections.	Creating engaging content is labor-intensive; University lacks centralized platforms facilitating user engagement, leaving individual units to "do it alone."	University Communications	Acquire content creation and distribution tools needed to move Libraries engagement effort forward.	Investment in procuring content creation and distribution tools	Dean of Libraries Timothy Hackman
			Human Resources/Diversity, Equity, and Inclusion partnered with University Communications on messaging in support of important initiatives.	N/A	Vice President for University Communications and Chief Marketing Officer	Continued partnership on change management, inclusive excellence certificate, recruitment and retention strategies.	N/A	Vice President for Human Resources, Diversity, Equity, and Inclusion September Sanderlin
			No progress has been made toward required training.	N/A	N/A	N/A	N/A	Vice President for University Communications and Chief Marketing Officer Jaime Hunt
4.a.	Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors		Administration and Finance, under the direct work of Facilities, is working on a comprehensive and up-to-date signage plan for the entire campus. Additionally, a gateway project is underway to bring more accessibility, visibility, and prominence to campus entrances. Once these projects are complete, the focus will shift to building entrances, both interior and exterior.	N/A	N/A	N/A	N/A	Vice President for Administration and Finance and Chief Financial Officer Chad A. Reed
			In FY23, the University Libraries hosted several student art exhibits in the gallery space located on the west side of Perry Library's first floor. These exhibits included student works displayed as part of the annual Undergraduate Research Symposium hosted by the Honors College and Perry Library, and works produced by students in the Fashion Merchandising and Studio Art programs.	N/A	Honors College and Art Department	Continue effectively soliciting student art to be exhibited in the gallery space within Perry Library	Possible expansion lighting and fixtures to exhibit art in the gallery space	Dean of Libraries Timothy Hackman
			In FY23, University Libraries began a multi-year effort to upgrade the physical environment in Perry Library, in order to make it more welcoming and inviting. These efforts are being funded with Libraries endowment funds. Accomplishments so far include replacing carpeting and repainting the 3rd floor atrium and Special Collections and University Archives Reading Room. Carpet replacement, repainting, installation of new shelving, and other upgrades will transform Perry Library first floor east into the home of the Naro Video Collection in Fall 2024.	Funding to improve the physical environment is coming from the Libraries budget, so efforts must be sustained and gradual over many years.	Facilities Management and Information Technology Services	Sustain funding to continue accomplishing gradual improvements in spaces throughout Perry Library	Cost of ongoing improvements on 3rd floor of Perry Library are estimated to be \$70,000. Cost to create the Naro Video Collection space within Perry Library is estimated to be	



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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	A Relationship Governance Team (RGT) has been established and is comprised of key stakeholders across campus who have significant roles in outreach, serving internal and external groups in multiple ways. The RGT will meet throughout the 2023-24 academic year to develop and implement a process for managing corporate/community relationships, economic activities, and community engagement outreach. Prior to the first meeting, RGT members completed a survey to help guide initial discussions and create a current baseline Office of President internal units and Digital Learning	N/A	Office of President internal units and Digital Learning	Next steps are to compile data from the RGT survey and meetings and set goals/priorities for developing and implementing the process for managing community engagement and corporate relationships/economic development activities.	The RGT's management processes will be critical for advancing the needed infrastructure and culture that will lead to increased community engagement, partnerships, and economic development.	Assistant Vice President for Community Engagement Karen Meier
1.b.		Evaluate and implement a Customer Relationship Management (CRM) system as part of that coordination process	Meetings have occurred to assess the Salesforce CRM. Campus currently utilizes Salesforce, which will help with overall coordination and data entry. As part of the assessment, areas					

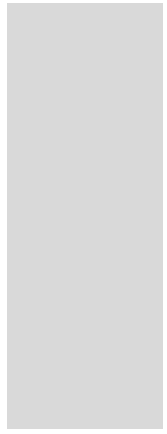
Spring 2023 Strategic Plan Progress Report: Corporate/Community Partnerships and Economic Development

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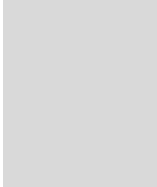
Spring 2023 Strategic Plan Progress Report: Corporate/Community Partnerships and Economic Development

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Spring 2023 Strategic Plan Progress Report: Philanthropic Giving and Alumni Engagement

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
4.a.		Communicate the University's regional and global economic impact and why it is a good investment for donors	With funding support from the Old Dominion University Educational Foundation, University Advancement engaged FTI Consulting to perform an economic impact study, which was completed in January 2023.	N/A	University Communications	The report has been sent to University Communications in order to assist in developing a strategy to promote the University's economic impact. Additionally, University Advancement is working with Studio Center and University Communications to develop a video promoting the University's economic impact.	\$35,000 from our strategic allocation will go towards the creation of the video.	Vice President for University Advancement Alonzo Brandon
4.b.		Increase alumni participation by expanding direct mail, social media, and online marketing	A plan for additional solicitation mailings targeting non-donor alumni has been implemented. Additionally, one of the Annual Fund staff has been tasked with increasing the social media reach for alumni and donors. Also, EAB Advancement Marketing Services will be utilized to develop and implement a comprehensive mail and online marketing solicitation plan for non-donor alumni.	N/A	Internal collaboration with various advancement units	The next step is to complete the contract with EAB Advancement Marketing Services and also develop a comprehensive plan for external solicitations.	Campaign funding will be reinvested in project with EAB Advancement Marketing	





Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
1.a.		Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions	The target is 208 from a baseline of 148. The most recent count was 194, or 93% of goal.	N/A	Deans and research center directors	Next steps include re-programming existing funding where feasible to create and fill research professor and research scientist positions (e.g., HRBRC restructuring).	Growth in this area primarily will be grant funded.	Senior Associate Vice President for Research John Nunnery, Ed.D.
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	Final FY 2023 numbers will not be available until January 2024. Preliminary projections suggest an increase of 4% from \$65 million to \$67.6 million, or 87% of goal. A senior data science research faculty member and directors for the School of Data Science and School of Cybersecurity have been recruited.	Existing salary structures and limited funds for start-up and endowed faculty positions make it difficult to compete for well-funded senior faculty.	Academic Affairs; Research Foundation; and research center directors	N/A	Matching funds, start-up packages, and spousal accommodation hires when appropriate	Senior Associate Vice President for Research John Nunnery, Ed.D.
			There was a 4% decrease (142 from 150) from baseline through the 2022-2023 academic year.	The pipeline for doctoral students is four to six years on average, which means that most meaningful interventions will take multiple years to bear fruit. The process for establishing new doctoral tracks or programs can take two to three years.	Provost, deans, Graduate School, Research Foundation, and research center directors	Next steps include locating funding to increase the number of assistantships in order to admit a larger number of doctoral candidates.	N/A	Senior Associate Vice President for Research John Nunnery, Ed.D.
				Identifying additional resources for new GTA lines and accompanying tuition waivers. Increasing faculty sponsored grant activity, particularly those involving GRA support.	Research; Administration and Finance; and colleges	Next steps include building consensus for graduate student support budget increase among the various areas and charting a clear path forward.	New investments include approximately 12 GTA lines (\$300,000) and tuition waivers (\$360,000).	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
1.d.		Add new doctoral tracks in humanities and social science	The College of Arts and Letters has begun developing proposals for ainPh.D. in Digital Communications (humanities) and concentration in emergency and disaster governance under the existing Ph.D. in International Studies (social science). Changes in the Carnegie evaluation metric for by Ph.D.'s awarded to be unveiled in Fall 2023 may require an adjustment to this strategy.	Support will need to be garnered fir SCHEV approval for the new Ph.D. degree within a reasonable timeline for by identifying new sources of assistantship and faculty funding.	Research; Administration and Finance; and College of Arts and Letters	Next steps include refining proposal narratives, but waiting until new Carnegie guidelines are released to gather supporting data, as well as investigating potential GRA support for new IS concentration on sponsored contracts managed by VMASC.	New investments include approximately 12 GTA lines (\$300,000); tuition waivers (\$360,000); and two new faculty lines (\$240,000).	Vice Provost and Dean of the Graduate School Robert Wojtowicz, Ph.D.
2.a.		Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels	The Research Foundation created and filled a data analytics position in Spring of 2023. The Research Foundation is aiming to have a Wiki content management tool implemented in Fall 2023 that will enable an easy and effective way to create and organize information collaboratively, thereby making it easier for users, including ODU constituents to access information and identify any workflow bottlenecks.	The potential delay in the availability of strategic investment funds would extend the timeline for full implementation.	Research Foundation and faculty investigators	In Fall 2023, a faculty advisory committee will be established. In Spring 2024, the Research Foundation aims to integrate and pilot a ticketing management system to triage, track, and assign incoming sponsored program administrative and IP management requests and issues from various sources.	The Research Foundation invested in a new	Senior Associate Vice President for Research John Nunnery, Ed.D.
2.b.		Establish an administrative care team" responsible for responding to and solving those problems by facilitating responses across all levels of the institution"	Planning began in Spring 2023 with development of coordinating function duties (to be assigned to a position TBD); proposed advisory/oversight structure; and initiation of development of data analytics and business intelligence functionality to support this strategy.	A delay in the availability of planned strategic investments may extend full implementation timeline.	Research Foundation, associate deans for research; research center directors; and faculty investigators	Next steps are to establish a faculty oversight/advisory committee.	The coordinating function is intended to be bundled with other functions in a new position This will require new investments that were originally envisioned to come from new strategic investments.	Senior Associate Vice President for Research John Nunnery, Ed.D.
				Students must be informed that their experience in the classroom may be different from what they have				
			Faculty continue to develop non-traditional, learning-based activities into the undergraduate and graduate curricula in efforts to promote experiential learning. This approach offers the opportunity to enhance interprofessional education, increase the use of simulation, and improve clinical judgment in new graduate and advanced practice nurses.					



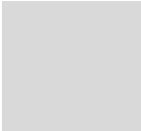
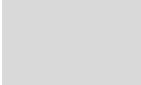
Spring 2023 Strategic Plan Progress Report: Research Growth

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter
4.a.	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	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.	An offer has been made to hire a full-time Arts and Humanities research and scholarship coordinator. Sustained funding has been identified and allocated to initiate seed funding program.	There is a need to leverage engagement of faculty outside Arts and Humanities disciplines without diluting resources to sponsor Arts and Humanities faculty effort on seed projects.	College of Arts and Letters and Research Foundation	Next steps include the engagement and work of a planning committee to devise a roll-out plan for review/approval with the roll-out competition in the Fall of 2023 and projects beginning in 2024.	The Office of Research is committing start-up/design funds of \$10,000 and \$50,000 per year from an endowment fund.	Senior Associate Vice President for Research John Nunnery, Ed.D.
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	The Diehn Concert Series, Annual Literary Festival, Baron and Ellin Gordon Art Galleries, Barry Art Museum, Goode Theatre, Brock Commons, University Theatre, and Chandler Recital Hall presented 166 FY23 Arts@ODU public offerings comprised of the following: 68 performances; 23 exhibitions; 17 lectures; 15 workshops; 15 receptions; 14 screenings; 11 readings and three festivals Consultants have been engaged to work with the College of Arts and Letters and the Batten College of Engineering and Technology to assess space needs and propose a new building that would house a performing arts venue, innovative engineering spaces, and collaborative multi-purpose areas.	As an R1 institution aiming for a comprehensive, world-class center for the arts, the University needs additional investment in arts administrative infrastructure and funding to include: full-time and part-time professionals along with dedicated spendable income. Funding, design, and physical location for the new collaborative building will need to be identified.	The College of Arts and Letters, Arts@ODU, and the Graduate School regularly collaborate with numerous departments and programs across and outside the University and continue forging new relationships to expand offerings and benefit participants. For the new building the College of Arts and Letters, Arts@ODU, the Batten College of Engineering and Technology, Facilities Management and Construction, RRMM Architects, Pelli Clarke and Partners, Theatre Project Consultants, Kirkegaard Acoustical Consultants are working together.	Next steps include continuing to develop creative, strategically partner on programming, incorporate any new seed funding and new or reallocated positions and spaces within the University. Also, it will be important to continue preparations and fundraising efforts to send the ODU Choir to perform at Carnegie Hall in March 2024. There will be continued work with architectural consultants to produce a building proposal.	The investment strategy will continue to utilize existing gift accounts, base funding, earned revenue, and staffing lines to support ongoing and future arts programming, while also identifying funding for new building.	Executive Director for the Arts Cullen Strawn, Ph.D.

Spring 2023 Strategic Plan Progress Report: Strategic Enrollment Growth

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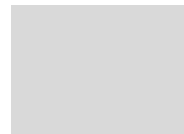
3.a.		<p>Increase graduate student support through larger stipends with built in cost-of-living increases; examine tuition waiver structure; and promote inclusion of GRAs and undergraduate funding in external grants</p>	<p>Faculty continue to develop non-traditional, learning-based activities into the undergraduate and graduate curricula in efforts to promote experiential learning. This approach offers the opportunity to enhance interprofessional education, increase the use of simulation, and improve clinical judgment in new graduate and advanced practice nurses.</p>	<p>Students must be informed that their experience in the classroom may be different from what they have experienced in the past. Alumni working as preceptors in the clinical area must have a good understanding of how students are being taught in the classroom to ensure a quality learning experience. Faculty must be trained in non-traditional teaching methods as they involve methodologies that faculty have not utilized in the past and/or may not be familiar with.</p>	<p>Academic Affairs internal units; Digital</p>			
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1.a.		Develop and implement extended orientation programming for undergraduate students	Student Engagement and Traditions and Center for Major Exploration have partnered and identified stakeholders to inventory current UNIV and related offerings and determine needs by the 2023 target.	N/A	Student Engagement and Enrollment Services internal units and Academic Affairs	Next steps are to meet with collaboration partners/stakeholders to discuss all current UNIV offerings and determine needs.	N/A	Vice President for Student Engagement and Enrollment Services Brandi Hephner LaBanc, Ed.D.

Members of the Academic Success Center have begun initial research to compare advising models with those used by ODU peer institutions. This research included



Spring 2023 Strategic Plan Progress Report: Student Engagement and Success

Goal/Strategy	Goal	Strategy	Progress	Challenges	Collaboration	Next Steps	Investments	Responsible Party/Submitter