

Goal / Strategy	Goal	Strategy	Status	Progress	Challenges	Collaboration	Next Steps	Investments	Submitter Name	
1.a.	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	Partner with industry and public sector leaders to identify and respond to regional, national, and global workforce needs	In progress and on schedule	<p>To expand providing primary care services to families and individuals experiencing homelessness or a housing crisis, the College partnered with the City of Virginia Beach's Housing Resource Center and secured \$300,000 from Sentara.</p> <p>To address the educator shortage and best prepare K-12 students for successful entry into the workforce, the College and Professional Studies developed new teacher training cohorts with school districts across Hampton Roads and expanded the Teacher in Residence program statewide.</p> <p>To facilitate the offering of the online Interdisciplinary Game Studies major, the College of Arts and Letters created the Institute for Game Design and Development (MIGDD) in July 2023.</p> <p>To date, the College of Sciences has received \$198,000 from the Twi (f)322(00n .0f(0029.2(a)-(J)9.9(u)- 1rv24J)9.9e)28(- J)9.9(u)- 11 r-34.S r)-24.7(e59.2(are TM01.0126 Tc -)27(cGa-c)27.82)4.7(.5(n)(s w)20.5(i)33.4(t)4.9(h)-1.6(sc)2.0120.5.nf)- J)9.9(u)- 5.nf)5.mfn i-(J)9.9(u)- 11 r-2(a)F9eu(e)28(.1(i)27.9(n)6(i.nf)20.5(i)c0.5(i)u)- 19(g)320.)-1.6o9(u)- 5.nf)5.nf)5.nfd i .3(o)u)M154.9(i)8(35.8(e)Tw ge oas)-25.7(cepe)Tw ge.8(i)35.8as)-25.7n</p>						
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	In progress and on schedule	<p>School of Nursing has started the process of conceptualizing a partnership with Virginia Peninsula Community College to establish undergraduate nursing students at ODU Peninsula Center.</p> <p>College of Health Sciences is already working with Tidewater Community College to establish a new associate degree in biomedical which will align with degree programs in the College of Health Sciences.</p> <p>College of Education and Professional Studies is working on a plan to enable high school students in Hampton, Portsmouth and Norfolk to complete an associate degree while in high school and transfer to ODU to complete bachelor's degrees. The college is also collaborating with VCCS and colleges to establish several pathways from an AAS in social sciences to a BS in human services, an AAS in management to a BS in sport management, an AAS in management/entrepreneurship to a degree in the fashion merchandising program.</p>	<p>Inability to establish out-of-state agreements could limit the success of ongoing efforts to expand some degree programs.</p>	<p>Community Colleges and School Divisions</p>	<p>Continue collaborative planning meetings with partners.</p>	<p>None</p>	<p>Austin Agho, Ph.D.</p>		

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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	In progress and on schedule	Invited three external consultants to review of 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 be reported in the final report.		None	The onsite general education review included meetings with multiple stakeholders, such as the Office of Institutional Effectiveness and Assessment,			
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4.a.	Increase the involvement of high-achieving undergraduate and graduate students in faculty supervised research through targeted funds	In progress and on schedule		College of Health Sciences received \$45,000 from Perry Honors College to align undergraduate students with research opportunities associated with future R1 submissions (11) by faculty over the course of Spring/Summer 2024. The College of Sciences Undergraduate Research Program makes one to two grants of \$15,000 available to departments to increase the number of students involved in undergraduate research.					

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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	Completed	In the Spring and Summer of 2023, SimpsonScarborough, a national leader in higher education market research, conducted a comprehensive branding study. This research thoroughly assessed current brand awareness and perce					

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4.a.		Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors	No Update Provided	No Update Provided	No Update Provided	No Updated Provided	No Update Provided	No Update Provided	No Update Provided
4.b.		Enhance campus aesthetics and safety with lighting and projections	In progress, but behind schedule	In FY23 and FY24, the University Libraries invested close to \$240,000 of its b					

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4.a.		Pursue federally-funded economic development awards to build a critical mass of soft-funded economic development services provided by the campus community	In progress and on schedule	In June 2023, CDS received a grant from SCHEV to transform Federal Work Study jobs into more "internship-like" positions. A working group named the Federal Work Study (FWS) Internship Program Steering Committee was formed in July and has been making progress towards the milestones and timeline for a Fall 2024 program pilot. A part-time project manager position has recently been filled for this grant with a planned start date of mid-December. This work will lead to FWS funds paying for student internships on campus.	It took longer than expected to recruit for this part-time position designed to keep the steering committee and work on target. Targets are still being met and progress expected to increase in the Spring.	Dr. Brian Payne (Academic Affairs), Dr. Brandi Hephner LaBanc (SEES), Dr. Kevin Leslie (Research), FWS Internship Program Steering Committee is comprised of representatives from CDS, MICO, Financial Aid, Payroll, Hiring supervisors, and faculty.	Spring 2024 will hold: (1) listening sessions to get feedback from supervisors of student employees and from deans, associate deans, and internship coordinators; (2) formation of an implementation approach including marketing and communication strategies; (3) pre-pilot forums to onboard supervisors/mentors; and (4) other items to prepare for the Fall 2024 program pilot.	CDS estimate of the pilot phase of the grant will need to be applied for in Spring 2024.	Sarah Jane Kirkland
4.b.		Convene and participate in regional economic development teams pursuing one-time federal and other economic development funding opportunities	In progress and on schedule						

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1.a.		Increase the number of non-teaching faculty researchers by recruiting new research faculty and incentivizing the creation of postdoctoral positions	In progress and on schedule	Due to changes in the Carnegie Classification criteria (i.e., they no longer use the number of nontenure research faculty as a criterion), we recommend this goal be removed. Increasing such faculty is a mechanism to increase our total expenditures, but in and of itself, it is not a goal per se. Since the announcement of the change in the R1 criteria, we have suspended monitoring and progress.		Deans and RCDs			Ken Fridley, Ph.D.
			In progress and on schedule	The College of Sciences and the Batten College of Engineering both hired senior faculty who transferred active grants.	The high cost of start-up for some candidates made hiring such individuals very challenging. Relying on ETF and multi-year start-up commitments are a limited factor.	Provost, Deans, and RCDs			

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			In progress and on schedule	Pilot program was finalized late Fall 2023 and announced with a call for proposals in Spring 2024.		Laura Delbrugge, Ph.D. and Dale Miller, Ph.D.			Ken Fridley, Ph.D.
			Completed with no additional progress to occur	<p>With the support of the Elsie Mercer Hall '32 Fund for the Study of Critical Issues, a new internal grant opportunity has been developed by the College of Arts and Letters and the Office of Research. The Multidisciplinary Investigations of Critical Issues (MICI) Grant(s) will be awarded to multi-disciplinary team(s) annually, as either one \$50,000 grant, or two grants of \$25,000. The award is for small teams of ODU/EVMS researchers to produce and disseminate research on topics of critical importance. Each team must include at least one principal investigator who is a tenure-line College of Arts and Letters faculty member in the arts or humanities and at least one who is a tenure-line ODU or EVMS faculty member in a "STEM-H" discipline. These awards are expected to result in external grants, scholarly publications, or creation/display of artistic work. The inaugural call for proposals was launched 12/8/23, applications due 3/1/24.</p>		College of Arts and Letters, Office of Research, and all colleges (for project reviews)	Review of 2023-2024 proposals will take place in Spring 2024 with annual grant competitions in subsequent years.	\$50,000 in annual funding from Elsie Mercer Hall '32 Fund for the Study of	

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1.a.		Identify new and existing programs through assessment of employment outlook; create and/or scale enrollment for specific populations based on corporate input and demand	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided	No Updated Provided
				<p>The Academic Partnerships area is actively fostering collaborations and academic pathways with out-of-state institutions, strategically aimed at attracting transfer students and driving online enrollment growth. Acknowledging the Dental Hygiene Post-Licensure program's growth potential and minimal competition, the Academic Partnerships team, working closely with the Dental Hygiene program director, has successfully crafted two out-of-state transfer agreements. Presently, these agreements await thorough review and signatures from Delaware Technical Community College and Hagerstown Community College.</p> <p>The Military Programs unit has developed 20 undergraduate academic pathways to attract military students. ODUGlobal is now a participating institution in the Air Force's General Education Mobile (GEM) Program, allowing ODU to be a designated school for earning general education credits.</p>		All academic colleges	<p>The team has initiated discussions to gauge interest in potential partnerships with Howard Community College and Community College of Baltimore County in Maryland. Future plans involve a shift to North Carolina institutions, targeting six community colleges for prospective dental hygiene post-licensure transfer agreements. Subsequent initiatives include exploring out-of-state transfer agreements for the Human Services program and collaborating with the Military Programs area to investigate a potential partnership with Central Texas College. Five additional pathways (Computer Engineering, Technology Education, Sociology, Political Science, and Geography) are undergoing departmental review. Future plans include exploring expansion avenues, with early-stage planning for a potential partnership with Central Texas College, renowned for its military student presence.</p>		Nina Rodriguez Gonser
				Continuing Education is actively exploring and developing career pathways to recognize and reward credits for professional experience and programs. A dedicated committee has been established to initiate the assessment of continuing education programs for Continuing Professional Development (CPD) elective credits. Anticipated progress includes the evaluation of the initial set of nine programs, with completion expected by the conclusion of the spring term in 2024.		IDS faculty	Committee work is underway.		Nina Rodriguez Gonser
				DDL has added concierge services for employees at corporations with current partnerships, such as Amazon. In addition, DDL is actively taking advantage of association partnerships to develop new corporate relationships with the goal of enrolling cohorts of online learners.		AVP for Corporate Partnerships	Increase marketing efforts to new partners.	Establish use of Salesforce CRM for partnerships.	Nina Rodriguez Gonser
			In progress, but behind schedule	The Graduate School and Continuing Education met several times in fall 2023 and again in January 2024. A comprehensive review of all graduate certificates and how they dovetail with existing degree programs is currently underway, and a baseline will be established shortly.	N/A	Continuing Education and all academic colleges and schools	Once a baseline is established, specific certificate and degree		



professional advisors/coaches for first-year and on-year students	In progress, but behind schedule	This strategy is one that is mentioned in the NGA Consultant visit. Upon the creation of the advising Taskforce this will be addressed	be one of the agenda items that will be	Depending on the recommendations of the taskforce, there could be a significant increase in professional advisors which means more monies would need to be made available for salaries.	advisors internal units.	The advising taskforce will begin meeting on a regular basis.	Joseph Rithie
Enhance graduate level advising to support students throughout their							

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