FORWARD-FOCUSED:

Where
Innovation
Meets
Possibilities

ION
UNIVERSITY

**TABLE
OF**

INTRODUCTION \

Since its founding in 1930, Old Dominion University has sought to have a positive impact on the lives of those within the Coastal Virginia community and across the Commonwealth. The University is dedicated to continuing this trajectory, while focusing on innovation in academics and research and on entrepreneurial developments that impact the region, nation, and world. This strategic plan was developed with this commitment at the forefront.

A MESSAGE FROM PRESIDENT BRIAN O. HEMPHILL, PH.D.

Greetings, Monarch Nation!

Through embracing a culture of innovation, I am pleased to share the incredible work of our dedicated campus in charting a clear course for the future engagement and success of Old Dominion University. This bold plan is truly a reflection of our students, faculty, staff, alumni, and friends, who have a lasting legacy of making a signif cant difference on our campus, in the community, across the Commonwealth, and beyond!

For more than a year, campus stakeholders engaged in a comprehensive process to develop a f ve-year strategic plan, thereby determining both the short-term focus and long-term success of our institution, which – above all else – will be dedicated to students. With nearly 300 individuals serving on a total of 12 groups, 30 goals and 103 strategies were carefully developed across seven focal areas.

The title, "Forward-Focused: Where Innovation Meets Possibilities," is a direct reflection of the bold and innovative goals and strategies that were brought forth by those directly involved in thinking and rethinking the future of our great institution. As this important work has generated great excitement and opportunity for Monarchs, the future has boundless possibilities!

With Monarch Pride,

Brian O. Hemphill, Ph.D.
President

OCTOBER THROUGH DECEMBER 2021: Open forums with campus and community groups

JANUARY 2022: Mission and Core Values Subcommittee and Challenges

Introduction ❯

The University will strive to take advantage of numerous
opportunities, while rising above several challenges,
in pursuit of the goals and objectives outlined in this
strategic plan. As identif ed in this section, the various
opportunities and challenges cover a wide gamut,
including staff ng, reputation, funding, and infrastructure.
Many are addressed fully in subsequent sections of the
plan, while some will require ongoing study. At the core,
there is a deep commitment to ensuring more students
are successful through greater levels of both retention
and graduation.

Opportunities ❯

Alternative Tuition:
Explore alternative tuition models to accommodate varying student needs and increasing program complexity

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CORE
VALUES

ACCESSIBILITY

Nurture an accessible culture that grants educational,

GOALS
AN

2.a. Emphasize the value of undergraduate experiential learning in faculty recruitment, evaluation, and retention efforts

2.b. Incentivize faculty to implement and integrate experiential learning pedagogies into their courses

2.c. Establish an Academic Innovation Team to work collaboratively with faculty and staff across departments and colleges to rs am12 (e)4t75.6(amc.1 (e (e,1.5 (s d)13 (i)0.8 1v)11

2.d.

2.e.

Utilize cutting-edge pedagogy and advising best practices to enrich undergraduate and graduate academic programs

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

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

3.c. Position the Academic Success Center to offer comprehensive advising to undergraduate students

3.d. Build a more robust advising infrastructure for graduate students

Develop infrastructure to support excellence in research and scholarship for undergraduate and graduate students

4.a. Increase the involvement of high-achieving undergraduate and graduate students in faculty supervised research through targeted funds

4.b. Position the Graduate School to improve the University's competitiveness in recruiting, retaining, and graduating high-achieving graduate students

Accelerate the recruitment and retention of diverse faculty and academic administrators who are committed to excellence in teaching, scholarship, engagement, and mentorship

5.a. Offer competitive compensation, benefts, 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

5.b. Position the Offce of Faculty Diversity and Retention to work with college diversity committees in developing proactive faculty and staff recruitment plans

5.c. Charge the Center for Faculty Development with providing mentoring, training, and support opportunities to all faculty, especially those from underrepresented groups

BRANDING,
MARKETING,
AND
COMMUNICATION

For the University to achieve its goals, a fresh approach to branding, marketing, and communications will be required. With a strengthened infrastructure and expanded staffing, University Communications

Build infrastructure to optimize print, social media, and web engagement

2.a.   Provide tools and resources to boost

2.b.

2.c.

2.d.

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

3.a. Expand knowledge of brand, audiences, messaging, and usage of assets among internal and external constituents

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

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

4.a. Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors

4.b. Enhance campus aesthetics and safety with lighting and projections

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

4.d. Identify arts spaces in the regional community that could be co-branded for University-sponsored performances

Goals and Strategies

CORPORATE/
COMMUNITY
PARTNERSHIPS
AE

2.a. Task the Relationship Governance Team with identifying and implementing opportunities to strengthen existing partnerships

**2.b.** Identify new partners through expanded alumni and community engagement

2.c. IdlndIde32tTd(i)4(m)1.3 (e)0.1 (i)0.3 (e)4 eng oiortunitie

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2.d.

2.e.

3.a.   Support innovation and entrepreneurship for early-stage student and faculty intellectual property (IP) commercialization with a focus on startup

3.b.   Partner with industry in pursuit of federal and other funding to develop commercial IP

3.c.   Secure external grants to support the training and development of faculty and student entrepreneurship cohorts

3.d.   Create new and strengthen existing entrepreneurship partnerships with

3.e.

3.f.
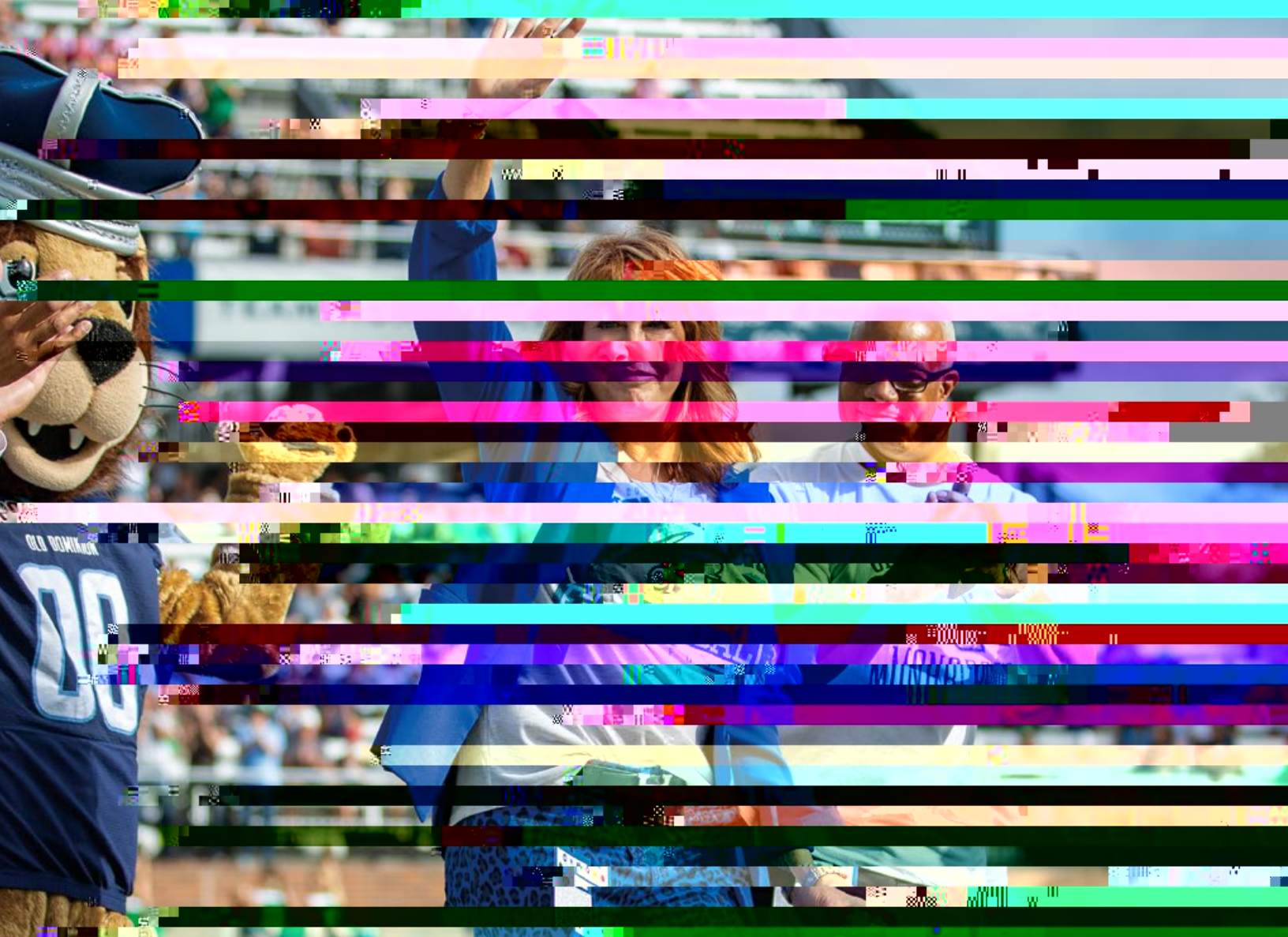
PHILANTHROPIC GIVING AND ALUMNI ENGAGEMENT

Create a more robust infrastructure for advancement-related activities and operations

1.a. Increase engagement in and support for development initiatives, especially among alumni

1.b. Upgrade alumni/donor database software to increase effectiveness

Build a sustainable culture of philanthropy across the University

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

2.b. Increase lines of communication with all campus constituents regarding institutional needs, accomplishments, and engagement

2.c. Assess and enhance donor recognition efforts

Expand the University's alumni reach to foster pride and engagement

3.a. Promote and engage alumni through the prominent display of their accomplishments and their participation

**3.b.** Increase the number of alumni chapters and clubs

Increase overall annual support

4.a. Communicate the University's regional and global economic impact and why it is a good investment for donors

4.b. Increase alumni participation by expanding direct mail, social media, and online marketing

4.c. Increase targeted financial assistance for international students, parent programs, and athletics with a goal of expanding alumni solicitation reach

4.d. Increase giving among high-net-worth households

4.e. Develop a robust parent program that includes philanthropy

Launch and complete a comprehensive capital campaign

5.a. Implement and complete a multi-million dollar capital campaign

5.b.
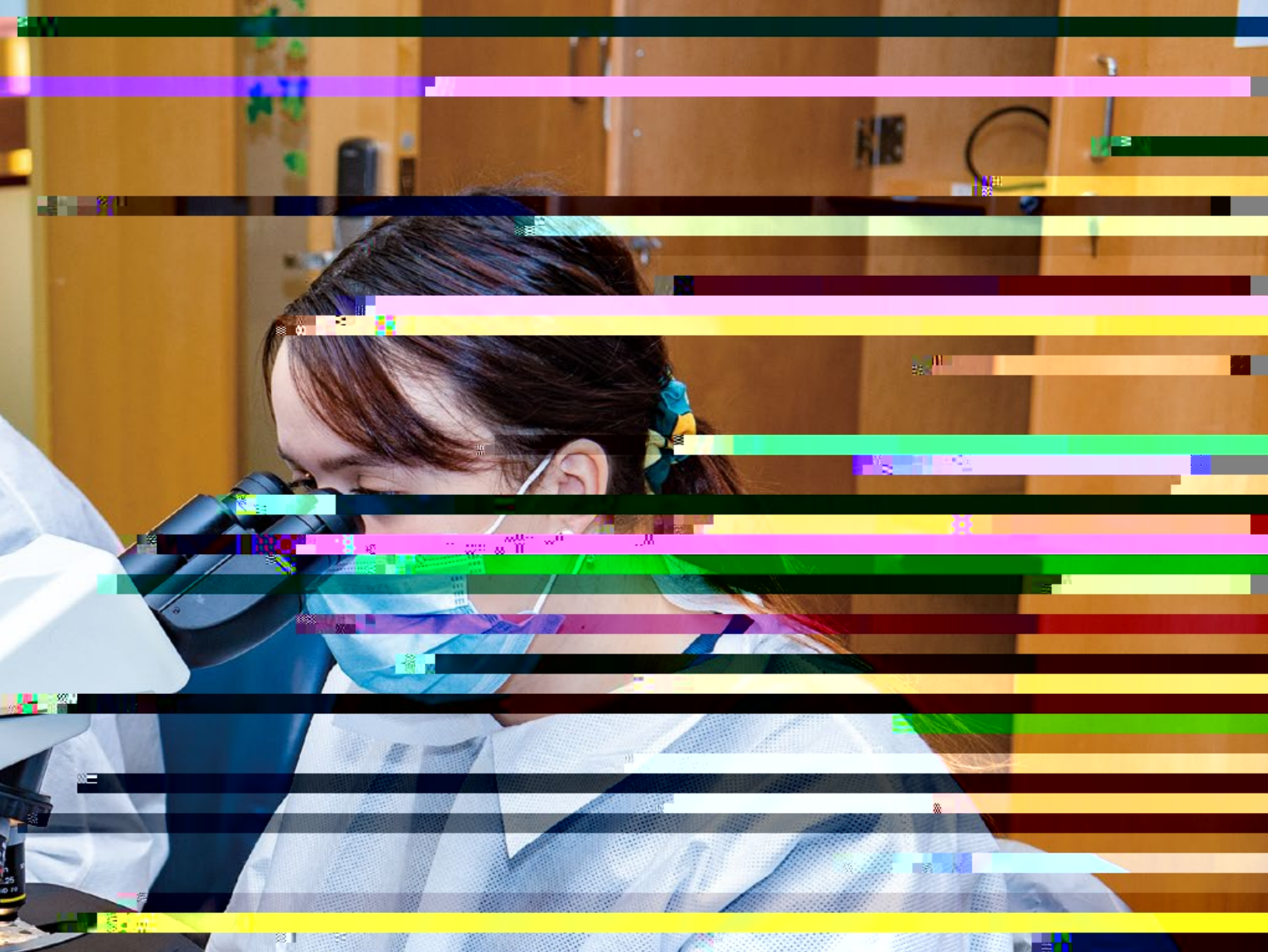
RESEARCH
GROWTH

The success of the University's research enterprise will be vital to building its national and international profile and maximizing its economic impact. These goals and strategies aim to reinforce existing

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

Develop agile processes, tools, and systems to enhance faculty research opportunities, collaboration, and productivity, including greater coordination and support for research infrastructure

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 f elds

3.a.   Establish an institutional faculty research committee to provide ongoing input to improve research processes, including developing a business plan and annual f nancial commitment for maintaining and enhancing research infrastructure

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

4.a.   Establish competitive, creative seed funding to empower scholarship

4.b.

STRATEGIC ENROLLMENT GROWTH

The long-term health of the University requires sustained enrollment growth. Ways to accomplish this include targeting key stakeholders, expanding online delivery options, increasing affordability, and attracting new demographic groups, including Latinx students. A creative approach to generating new revenue streams, such as scalable professional master's programs combined with more flexible tuition models, will allow the University to respond more nimbly to market demands.
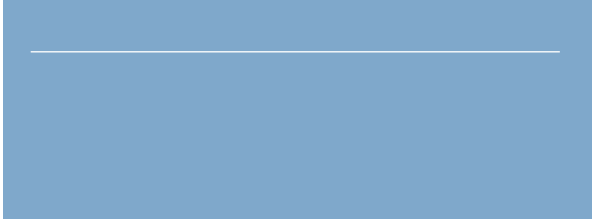
Grow fully online enrollment

2.a.   Implement recommendations from recent comprehensive studies and reviews

2.b.   Automate the transcript management and evaluation processes to enhance efficiency and response time for students

Enhance access and affordability to attract and retain students, while promoting affordability and completion by all student levels and modalities

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

3.b.   Identify sources to increase targeted financial assistance for international students

3.c.   Identify and implement the best tuition models that promote both affordability and timely degree completion

3.d.   Market the return on investment of a degree and the value of timely progression toward graduation

Grow and support untapped Latinx enrollment

4.a. Create documents and webpages in Spanish

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

4.c. Host on- and off-campus events devoted to Latinx families

Engage community resources and family members to support recruitment and student success

5.a. Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia

5.b. Facilitate strong University connections between families of freshman applicants throughout enrollment and graduation

5.c. Create a seminar class designed for family members of first-year students
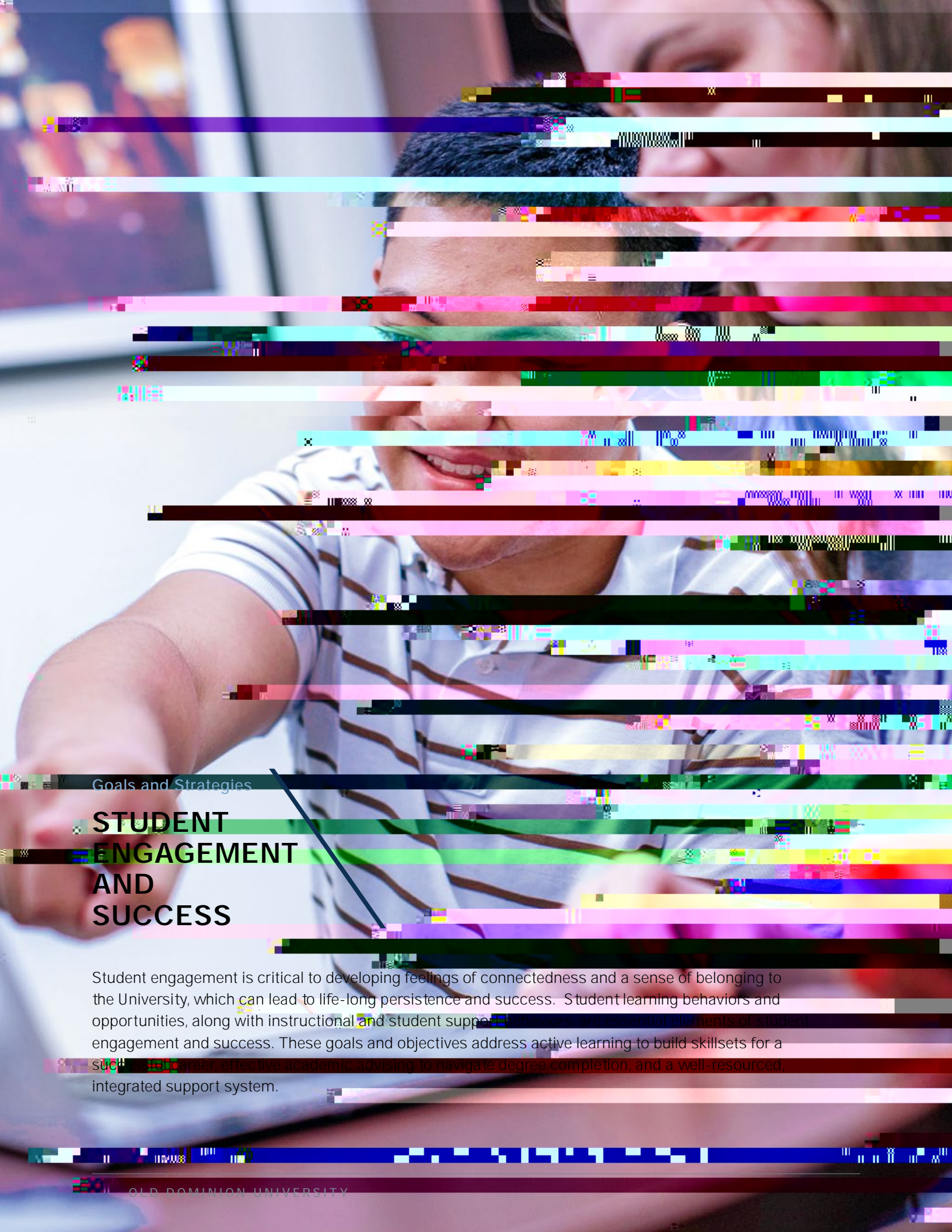
STUDENT ENGAGEMENT AND SUCCESS

Student engagement is critical to developing feelings of connectedness and a sense of belonging to the University, which can lead to life-long persistence and success. Student learning behaviors and opportunities, along with instructional and student support elements, are the central elements of student engagement and success. These goals and objectives address active learning to build skillsets for a successful career, effective academic advising to navigate degree completion, and a well-resourced integrated support system.

KEY
PERFORMANCE
INDICATORS

Academic Excellence ❯

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	**1.a.** Partner with industry and public sector leaders to identify and respond to regional, national, and global workforce needs	N/A (New initiative)
	1.b. Utilize regional and national labor market data to develop or expand high-demand academic programs	N/A (New initiative)
	1.c. Create seamless pathways for community college students to transfer into high-demand bachelor's programs that address regional and global demands	N/A (New initiative)

Robust network of regional partnerships around workforce needs	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans) and Associate Vice President for Corporate Partnerships	Inventory in Spring 2023; planning in Summer 2023; and implementation in Fall 2023 with incremental progress over the five-year reporting period
Detailed analysis of workforce trends and corresponding program areas for development or expansion	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans) and Director of Institutional Research	Review data in 2023 with development and expansion starting in 2024 with incremental progress over the five-year reporting period
Transfer partners and guaranteed pathways	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans)	Identification of partners in Spring 2023; development of pathways in Summer and Fall 2023; and implementation in 2024

Broad-based awareness and value of experiential learning among all faculty	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans and department chairs/ school directors)	Outreach and awareness campaign in 2023 with incremental progress over the f ve-year reporting period
Faculty incentive program for experiential learning pedagogies	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans and department chairs/ school directors)	Plan in 2023; secure funding in 2024; and implement in 2025
Fully functioning academic innovation team	Provost and Vice President for Academic Affairs in collaboration with academic colleges (deans and department chairs/school directors)	Establish team by Fall 2023; work and f ndings in Spring 2024; and implementation in Fall 2024
Robust experiential learning and post-graduate programming and services	Dean of Perry Honors College in collaboration with Vice Provost and Dean of the Graduate School	Review and planning in 2023 with implementation in 2024
Funding for health professions students to participate in community-based health services	Dean of the College of Health Sciences in collaboration with I-HEAR Team	Plan in 2023; secure funding in 2024; and implement in 2025

	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	N/A (New initiative)
	3.b.	

Full review, final report, and potential implementation of new requirements

Provost and Vice President for Academic Affairs in collaboration with Faculty Senate and academic colleges (deans and faculty)

Full review completed in 2023 with final report available in 2024 and

5.a. Offer competitive compensation, benefts, 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

Current work on Monarch Plan for Inclusive Excellence

5.b. Position the Offce of Faculty Diversity and Retention to work with college diversity committees

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1. Build a unif ed and inspirational brand promoting local, regional, and national recognition for all entities of the University	**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	N/A (New initiative)
	1.b. Identify a single, universal, overarching logo/mark to be utilized on all University communications and replace all forerunners	N/A (New initiative)
	1.c. Develop University brand standards, including an updated visual identity, and provide campus-wide training and resources to support proper usage	N/A (New initiative)
	1.d. Launch a faculty/ administrator expert campaign to place University voices and research in national and large metro media outlets	N/A (New initiative)

Improved branding across all audiences and platforms	Assistant Vice President for Marketing	Conduct assessment/study in Spring 2023 with findings and plan available in Fall 2023 for implementation in Spring 2024
New single, universal, overarching logo/mark	Vice President for University Communications	Development in Fall 2023 with implementation in Spring 2024
Updated visual identify	Vice President for University Communications	Development in Fall 2023 and Spring 2024 with implementation in Fall 2024
Expert campaign	Assistant Vice President for Public Relations	Launch in Fall 2023

	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	N/A (New initiative)
	2.b. Create a digital workflow for story submission, usage, tracking, and assessment	N/A (New initiative)
	2.c. Enhance the Digital Monarchs initiative to share Monarch stories more broadly	N/A (New initiative)
	2.d. Determine proper budget level, f nalize organizational structure, ref ne processes, and fully staff University Communications28 (ts) (e)4 (ad)TJ0 1.9 Td(s)3.7 (n))3.9 (n)-1 (s)23.1 (i)-1.2(t	

Availability and utilization of a full
suite of tools and resources to
maximize overall brS(91/lx,(u)7.5 (i)3.9n(e)1/lg(s a)2no)Tc 0.24Tc 0.2 Tw 0 1.2 Td(t)2t (o2)7.5r)-5(y(t)9.3(s x)0.5e(t)4 (12 (12.5 (i.019n(13

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4. Better integrate the physical campus in branding, marketing, and communication efforts through campus beautif cation 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 unif ed look that engages students, faculty, staff, and guests	**4.a.** Install branded, way-f nding signage to demarcate main campus entryways, walkways, and building interiors and exteriors	N/A (New initiative)
	4.b. Enhance campus aesthetics and safety with lighting and projections	N/A (New initiative)
	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	N/A (New initiative)
	4.d. Identify arts spaces in the regional community that could be co-branded for University-sponsored performances	N/A (New initiative)

1. Build internal infrastructure and culture for corporate and community engagement	**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	N/A (New initiative)
	1.b. Evaluate and implement a Customer Relationship Management (CRM) system as part of that coordination process	N/A (New initiative)
	1.c. Strengthen campus systems for tracking community engagement in order to maintain the Carnegie designation	Current recognition
	1.d. Educate and train students, faculty, and staff about the benefits of and opportunities for engagement	N/A (New initiative)
	1.e. Identify and implement incentives for students, faculty, and staff to engage with community and corporate partners	N/A (New initiative)

Fully functioning Relationship Governance team	Assistant Vice President for Community Engagement	Initial establishment in Spring 2023 with process implementation by Spring 2024
Fully functioning CRM system	Assistant Vice President for Community Engagement	Assessment in Spring 2023; acquisition/development/set-up in Fall 2023; and full operation in Spring 2024
Continued recognition	Assistant Vice President for Community Engagement	Incremental progress over the f ve-year reporting period
Robust outreach and programming to encourage engagement	Assistant Vice President for Community Engagement	Outreach and program development in Spring 2023 with implementation in Fall 2023
Create a "Community Engaged Scholar" recognition program at the college and/or department/ school levels Create a "LeADERS" recognition program at the campus level	Academic colleges (deans and department chairs/school directors) in collaboration with Vice President for Student Engagement and Enrollment Services	Establish criteria in Fall 2023 and solicit nominations and select award winners in Spring 2024

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2. Employ the new infrastructure and culture to increase corporate and community partnerships	**2.a.** Task the Relationship Governance Team with identifying and implementing opportunities to strengthen existing partnerships	N/A (New initiative)
	2.b. Identify new partners through expanded alumni and community engagement	N/A (New initiative)
	2.c. Identify and implement opportunities to increase corporate and community engaged research by faculty and students	N/A (New initiative)
	2.d. Identify and reduce barriers to student participation in internships and other work-based learning opportunities	Limited offerings for students to participate in internship/work-based learning opportunities before graduation
	2.e. Increase opportunities for corporate leaders and alumni to participate in classroom and experiential learning activities, such as supervising student capstone projects	N/A (New initiative)

Five re-engaged/enhanced/

Hudgins Transitional Entrepreneurship Lab to include student involvement, outreach, and services	Dean of the Strome College of Business in collaboration with Director for the Hudgins Lab	Review in Spring 2023 with expansion to work with students beginning in Fall 2023
Five new industry partnerships		

4. Support economic wellbeing through economic development	**4.a.** Pursue federally funded economic development awards to build a critical mass of soft-funded economic development services provided by the campus community	N/A (New initiative)
	4.b. Convene and participate in regional economic development teams pursuing one-time federal and other economic development funding opportunities	N/A (New initiative)
	4.c. Provide support for economic justice and equity initiatives in the region through faculty outreach and applications for federal and other funding opportunities	N/A (New initiative)

1.	**1.a.** Increase engagement in and support for development initiatives, especially among alumni	2.63% alumni giving rate (2021-2022 actual)
	1.b. Upgrade alumni/donor database software to increase effectiveness	Current software

Number and average size of submitted proposals and awards received (10% annual increase once baseline established)	Academic Affairs and Student Engagement and Enrollment Services Teams in collaboration with Associate Vice President for Corporate Partnerships and Associate Vice President for Innovation and Commercialization	Initial establishment in 2023 with full operation by 2024 M ii M i t for

	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	N/A (New initiative)
	2.b. Increase lines of communication with all campus	

Conduct annual assessment/ survey to determine awareness and recognition of the University's impact among donors (10% annual increase in participation once baseline established)	Vice President for University Advancement in collaboration with Vice President for University Communications	Development in 2023 and implementation in 2024 with Incremental progress over the five-year reporting period
3,819 alumni donors (2027 target)	Vice President for University Advancement in collaboration with Associate Vice President for Alumni Relations and Vice President for University Communications	Incremental progress over the five-year reporting period
$13.2 million in financial assistance for international students, parent programs, and athletics (2027 target)	Vice President for University Advancement in collaboration with Provost and Vice President for Academic Affairs and Director of Athletics	Incremental progress over the five-year reporting period
Enhanced and expanded outreach to target population to increase engagement and support	Vice President for University Advancement	Initial establishment in Spring 2024 with full implementation in Fall 2024 and incremental progress in subsequent years
Fully functioning program with broad-based participation by new and existing parents	Vice President for University Advancement in collaboration with Assistant Director of Student Transition and Family Programming	Initial establishment in Fall 2023 with full implementation in Spring 2024 and incremental progress in subsequent years
Secure $500 million in philanthropic giving for new and existing initiatives	Vice President for University Advancement in collaboration with campus community	Public launch in Fall 2022 with incremental progress in subsequent years
2030 historic celebration of the 100th anniversary of Old Dominion	Chief of Staff and Vice President for Strategic Operations	Celebration planning to begin in 2028

208 (40% overall increase)	Vice President for Research	Incremental progress over the five-year reporting period
$78 million (5% annual increase)	Vice President for Research in collaboration with Provost and Vice President for Academic Affairs	Annual progress over the five-year reporting period
165 (10% overall increase)	Vice President for Research in collaboration with Provost and Vice President for Academic Affairs	Incremental progress over the five-year reporting period
1 doctoral track in humanities 1 doctoral track in social science	Vice Provost and Dean of the Graduate School and college deans	Identifcation in 2023 with implementation in 2024

|		
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	**2.a.** Develop a ticketing/tracking system to rapidly identify emerging problems in carrying out research at the institutional, college, and department/school levels	N/A (New initiative)
	2.b. Establish an administrative "care team" responsible for responding to and solving those problems by facilitating responses across all levels of the institution	N/A (New initiative)

3.a. Establish an institutional faculty research committee to provide ongoing input to improve research processes, including developing a business plan an (s)8 1(d)6

System built, pilot tested, launched, assessed, and fully functional	Vice President for Research	Full implementation by 2025
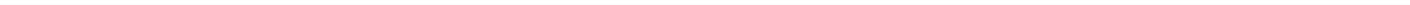
	1.a. Identify new and review existing programs through assessment of employment outlook; create and/or scale enrollment for specifc populations based on corporate input and demand	N/A (New initiative)
	1.b. Support non-traditional learning and awarding of credits to attract returning adults, active-duty military and veterans, students pursuing professional graduate degrees, and international students, especially for business-to-business partnerships and workforce development	First year of operation with 25 students (Five students per program across fve programs)
	1.c.	

Strategic Plan to Grow

2. Grow fully onlin enrollmnt	**2.a.** Implement recommendations from recent compr...	5,800 fully online stuents (Four-year average from Fall 2019 through Fall 2022)
	2.b. Automat anscript management and evaluation processes to enhance eff ciency and responsime for stuents	N/A (New initiative)
3. Enhan access an affordability to attract and rtain stuents, while pomoting affordability and com...	**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	$15,000 master's stipend level (Fall 2022 actual) $20,000 doctoral stipend level (Fall 2022 actual)
	3.b. Identify sources to increase targeted f nancial assistance for international students	$300,000 f nancial assistance for international students (Fall 2022 actual)
	3.c. Identify and implement the best tuition models that promote both affordability and timely degree completion	Current course generated revenue and graduation rate of 48%
	3.d. Market the return on investment of a degree and the value of timely progression toward graduation	Current enrollment and graduation rate of 48%

11,700 fully online students (Fall 2028 target)	Vice President for Digital Learning	Review of prior recommendation in Spring 2023 and final/full implementation in Summer 2023 with incremental progress over the five-year reporting period
Automated transcript process	Vice President for Digital Learning in collaboration with Executive Director of Admissions	Spring 2023 implementation
$20,000 master's stipend level (Fall 2028 target) $25,000 doctoral stipend level (Fall 2028 target)	Vice Provost and Dean of the Graduate School in collaboration with Vice President for Research and Vice President for Administration and Finance	Annual review and incremental progress over the five-year reporting period
$900,000 financial assistance for international students (Fall 2028 target)	Vice President for Student Engagement and Enrollment Services in collaboration with Vice President for $ a reporting perJ/TT2 (c01 Tf0.015 Tc 0.015 Twf0 3 (n)1x3Q8.p3 (.(e)3.(pe)0.)1.8 (c9e)0.0(e)9	
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5.a. Expand relationships with local school personnel, including counselors, with a specialized focus in Hampton Roads, Richmond, and Northern Virginia

Expansion of existing initiative

5.b. Facilitate strong University

Availability and distribution/posting of content in Spanish	Associate Vice President for Enrollment Management in collaboration with Assistant Vice President for Marketing	Content translation in Spring 2023 with finalization and posting/printing in Summer 2023 for Fall 2023 recruitment activities with annual reviews/updates
Dedicated support in both operations and outreach to Latinx populations, including a comprehensive plan for school visits	Associate Vice President for Enrollment Management	Review of needs in Spring 2023 and on-boarding of services and staffing in Summer 2023
Specific events, both in-person and online, for Latinx populations	Associate Vice President for Enrollment Management	Initial events in Summer/Fall 2023 with subsequent events and incremental progress over the five-year reporting period
Fully functioning school personnel network with robust outreach and partnership efforts	Associate Vice President for Enrollment Management	Development in 2023 with implementation in 2024
Online portal to family connections, as well as welcome packets for family members with once a semester check-ins or updates	Associate Vice President for Enrollment Management	Development of portal content and printed materials in Spring 2023 with finalization in Summer 2023 for implementation as part of Fall 2023 recruitment cycle
Available online course content, digital message board monitored by staff, and in-person capstone component of seminar class Fall 2023 pilot with 100 families Fall 2025 with 500 families	Assistant Director of Student Transition and Family Programming	Create content in Spring and Summer 2023 and for pilot in Fall 2023 and full implementation in Fall 2024

	1.a. Develop and implement extended orientation programming for undergraduate students	Less than f ve sections of UNIV 100 currently operating
	1.b. Create an advising task force to examine the current structure and procedures of advising	N/A (New initiative)
	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 f rst-year and second-ye- ntT T m	

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2. Continue to provide an affordable college experience by offering additional fnancial support for students, reducing fnancial barriers that impede progression and success, and supporting student social mobility	**2.a.** Create additional scholarship opportunities for special student populations, such as f rst-generation, low-income, transfer, online, military, and international students	N/A (New initiative)
	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	Career Development Services funding of $40,000 to 19 students over three semesters
	2.c. Expand fnancial support, such as grants, to assist students who are within 15 credits of graduation	N/A (New initiative)

64% of financial need met	Vice President for Student Engagement and Enrollment Services in collaboration with Vice President for University Advancement and Vice President for Administration and Finance	Research student population needs for additional funding in 2023; begin fundraising efforts in 2024; and prioritize student needs based upon available funding beginning in 2025
Increase the number of paid internships/work-based learning directly offered and funded by Career Development Services by 25%	Director of Career Development Services	Conduct review of unpaid internships/work-based learning in 2023; identify funding opportunities in 2024; and implement expanded support in 2025
Availability and offering of grant funds	Vice President for Student Engagement and Enrollment Services in collaboration with Vice President for University Advancement and Vice President for Administration and Finance	Conduct review of financial needs in 2023; identify funding opportunities in 2024; and implement expanded support in 2025

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3. _____ Increase undergraduate student retention and graduation rates	**3.a.** Align student recruitment, academic outreach, and retention activities to enhance engagement, success, and sense of belonging to increase retention and graduation rates	74% retention and 48% graduation rates (2022 actuals)
	3.b. Empower students to declare a major on or before 60 earned credit hours	No major declaration policy with 10% of students having 60+ credits and no declared major
	3.c. Encourage students to complete 30 credits per academic year with consideration for individual needs	12 median credits earned per semester
	3.d. Provide consistent, comprehensive integrated support for students by streamlining the front-line support with technology solutions	N/A (New initiative)
	3.e. Integrate academic success support in courses historically identif ed as having high DFW and Incomplete grades	MATH 103 is the only course that offers supplemental instruction.

2028 targets

ENROLLMENT

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