



OLD DOMINION UNIVERSITY

MEETING MINUTES Meeting of the Strategic Planning Steering Committee Wednesday, April 27, 2022 10:00 AM

In Attendance: Austin Agho, Deborah Bauman, Alonzo Brandon, Royce Burnett, Jason Chandler, Jane Dané, Mona Danner, Gail Dodge, Morris Foster, Melva Grant, Lisa Koperna, Yuping Liu-Thompkins, Karen Meier, Steve Myran, Brian Payne, Chad Reed, Danny Russell, Ashley Schumaker, Wood Selig, Sachin Shetty, Tom Socha, John Sokolowski, Don Stansberry, Jeff Tanner, Cynthia Tomovic, Al Wilson, Robert Wojtowicz, Suzanne Wright.

Co-Chair Welcome: Co-Chair Suzanne Wright thanked everyone for attending the Strategic Planning Steering Committee meeting and outlined today's objectives, which were focused on receiving updates from two teams, which met for the first time since the Steering Committee's last meeting, as well as the seven subcommittees that have been meeting throughout the Spring 2022 semester. Co-Chair Wright called for review and approval of the minutes from the March 24, 2022 meeting. The minutes were approved.

Initial Updates and Next Steps: It was noted that the Budget Team and Writing Team have now been officially formed and held their initial meetings. The group received the following updates.

Budget Team: Chad Reed provided an update on behalf of the Budget Team by summarizing the discussion that occurred during the April 6, 2022 initial meeting followed by a second meeting on April 14, 2022. He indicated that the group is in the process of finalizing a budget template, which is provided as **Attachment A**.

Chad noted that, once the budget template is finalized, it will be shared with the subcommittee co-chairs. At this time, a July 1, 2022 deadline is being considered for the submission of completed budget template forms.

Chad also shared that individual meetings will be held with each of the subcommittee co-chairs to have more in-depth discussion about the budget process. Both Chad and Royce Burnett will be joined by select members of their team for these meetings.

The group then engaged in a general discussion regarding instances in which the budget template form will need to be completed. It was recommended that the form be completed when new or expanded funded is being recommended by a particular goal or strategy. If no funding is needed to implement a goal or strategy, then the form does not need to be completed.

There was a general discussion about institutional budgeting. It was noted that there is not a common understanding across campus. Also, there was a discussion about more information sharing moving forward. It was noted that visioning is great, but practical application and broad understanding are equally important. Chad thanked the group for the feedback and noted that the budget section in the final plan will include detailed narrative.

Royce acknowledged Chad and members of their team for their work to date and shared his commitment to the important work of this team in the overall process.

Writing Team: Robert Wojtowicz provided an update on behalf of the Writing Team by summarizing the discussion that occurred during the April 20, 2022 initial meeting. He indicated that the group will be working from a DRAFT document map, which is provided as **Attachment B**.

Robert highlighted the group's charge and timeline, which were shared by President Hemphill during their initial meeting. He also shared the group's next steps, including meeting every other week to ensure adequate progress can be made throughout the summer. He also noted that the Writing Team will begin by reviewing the work of the Challenges and Opportunities Subcommittee and the Mission and Core Values Subcommittee, which was previously completed by the respective groups and then submitted to and approved by the Steering Committee.

Robert stressed the role and importance of the Writing Team in creating one voice across the entire plan. The group is very aware of this element and discussed it in great detail during their initial meeting. As a result, a work plan has been established to ensure that it occurs as seamlessly as possible.

Status Updates from Subcommittees: With the June 1, 2022 submission deadline approaching, various subcommittee updates were provided.

Academic Excellence Subcommittee: No update was provided.

Research Growth Subcommittee: Morris Foster noted that the group met earlier today and is continuing their work. At this time, they are focused on completing their templates. Morris noted that he is expecting the group to have seven or eight goals.

Corporate/Community Partnerships and Economic Development: Co-Chairs Lisa Koperna and Jeff Tanner shared that their group continues to work and has engaged in very in-depth discussions around current practices and future opportunities. The group has heard from a number of presenters to better understand current state, while also beginning to articulate the best path forward. That work will continue in the weeks to come as the formal goals and strategies come together.

Strategic Enrollment Growth Subcommittee: Co-Chair Jane Dané outlined the subcommittee's strategy and categorized their work into four group themes. She

highlighted marketing and communication goals related to student recruitment and compared recommendations with the Branding, Marketing, and Communications Task Force Report.

Much discussion focused around the student experience and the overall need to create a distinction between in-person and online, as well as the role of global learning and how an R1 culture will be integrated into goals. A discussion was then held on the need to not lose sight of what fundamentally has made our institution successful.

It was also noted that an important element to understanding strategic enrollment is considering the equity thread that holds it all together and ultimately creates an environment that people want to be a part of. Additionally, as a follow-up to the prior discussion, it was stated that the institution could benefit from a clearly defined R1 status.

Student Engagement and Success Subcommittee: Co-Chair Don Stansberry provided insight on how the subcommittee approached its work. They discussed R1 in the context of who we serve and what it means. In phase one, they focused on institutional data to understand who we are retaining and our opportunities and challenges. Additionally, they reviewed peers with higher retention and graduation rates. In phase two, they drafted a student success statement and divided the broader team into five sub-teams tasked with drafting five to seven goals to be presented to full group. Then, they were asked to vote on the top three.

The discussion points included a broad view of student success. They considered the engagement and experience of online, graduate, undergraduate, and residential students. They looked a step further by reviewing a variety of other areas and factors, such as: STEM, underrepresented, first-generation, social and emotional skills, college readiness, academic coaching role, and profile of fully online student. Their work also included thinking about how our institution can become better at attrition, mitigating low performance early on by creating a support structure, and helping students imagine the future.

Philanthropic Giving and Alumni Engagement Subcommittee: Co-Chairs Alonzo Brandon and Mona Danner discussed the culture of philanthropy and strategies on how to expand the institution's reach. The subcommittee created four goals and developed baselines for each. They reviewed the Challenges and Opportunities Report as a guide.

It was shared that storytelling is key to building a culture of philanthropy and engagement with alumni. Additionally, they outlined development strategies created from EAB system data and the need to expand and invest in the advancement infrastructure to increase fundraising.

Branding, Marketing, and Communications Subcommittee: Co-Chair Jason Chandler reported the subcommittee developed themes from the Branding, Marketing, and Communications Task Force Report. He stated that centralization and pooling marketing resources will yield greater results and breakdown silos. They divided the subcommittee

into five subgroups and are developing goals and strategies to create a cohesive, consistent voice in branding and storytelling.

Other Business: Co-Chair Wright asked Ashley Schumaker to share immediate next steps, which included a deadline of May 13, 2022 to provide feedback regarding the previously approved work of the Challenges and Opportunities Subcommittee and the Mission and Core Values Subcommittee. Dr. Wright also reminded the full group of the June 1, 2022 deadline for the remaining seven subcommittees to complete their work. The group then engaged in a broader discussion about how the process will evolve moving forward, including the presentation, discussion, and consideration of outcomes and recommendations from the subcommittees.

As there was no further business, Co-Chair Wright adjourned the meeting.