I. Welcome, Introductions, and Charge by President Hemphill
   a. Attendees: Barbara Kraj, Ron Moses, Lynn Wiles, Jane Dané, Lisa Mayes, Mileta Tomovic, Debbie Bauman, Luis Guadano, Larisa Bulysheva, Kyle Nicholas, Etta Henry, Leslie Hoglund, David Cook, Kimberly Early, Robert Case, Alona Smolova, Chunsheng Xin and Kayla (sp?).
   b. Important Dates:
      i. September 2022 – DRAFT plan will be presented to Board of Visitors followed by a campus comment period.
      ii. December 2022 – Proposed plan will be presented to the Board of Visitors for consideration/approval.
      iii. January 2023 – Implementation of approved plan will occur.
   c. Internal and external focus groups were held
      i. General themes, as well as strengths and weaknesses, should be reviewed and considered as your work begins.
   d. The Mission and Core Values Subcommittee and Challenges and Opportunities Subcommittee are completing their work in the coming weeks. *(NOTE: March 14, 2022 deadline to Steering Committee)*
      i. You will have access to Mission and Core Value Subcommittee submissions to help inform your focus and work.
   e. To ensure both engagement and transparency in the process, we are launching a dedicated webpage.
      i. The webpage will serve as a resource to the campus and the community on our progress.
      ii. The agendas and minutes for each of your meetings will need to be available on this page.
   f. General Items:
      i. As a member of the Strategic Enrollment Growth Subcommittee, you will review and reimagine our work in this critical area.
         1. That work will occur through the development of goals and strategies.
      ii. If needed and/or desired, you can also develop sub-strategies.
         1. Every strategy should have a KPI, or key performance indicator, as well as a timeline, responsible party, and budget.
         2. I would encourage you to focus somewhere between four and 10 overall goals.
         3. It is not uncommon to have three to five strategies for each goal.
      iii. The Steering Committee will provide a template by which you can populate and submit your subcommittee’s work for consideration.
         1. A template will be required for each strategy.
2. Templates should be completed and submitted no later than June 1, 2022.

iv. For some of the more complex items that require additional staffing, infrastructure, etc., a secondary budget template will likely be required.
   1. That is dependent upon the Budget Team, which will begin its work in April.

g. Specific Work:
   i. I want to share a few areas where I believe you should spend considerable time as you develop your goals, strategies, KPIs, etc.
      1. What is the ideal size of our student body given our footprint and infrastructure?
      2. How does that breakdown in terms of in-person and online?
      3. What about our mix of undergraduate and graduate students, as well as new and returning students?
      4. What are our goals around other specific student populations, such as international students and veterans?
      5. What have been our traditional territories for targeted recruitment efforts, and how may those remain the same or change over the five-year strategic planning period?
      6. In addition to the development of goals and strategies, I would like to see this group come up with year-by-year enrollment projections covering each year of the strategic planning period with individual numbers for each student classification.

II. Initial Feedback Discussion Led by Co-Chairs
   a. Consider student groups to be considered for this committee?
      i. Examples: Freshmen, Transfer, Traditional and Non-traditional aged students, graduate, international, online, continuing education students, B2B certificate, PELL-eligible, military, Latin-X, etc.
         1. How do we loop these groups into partnerships?
      ii. How do we factor in enrollment growth and its percentages based on the student population?
   b. Special programs:
      i. For example, agreements with EVMS, the 4+1 MPH program at ODU
         1. Will things like this be factored into the data for graduate goals?
   c. Can we expand programs that are popular?
      i. Seats in popular programs may expand based on market demand and cost.
      ii. Provost’s Program Priory committee studied this, and the information can be filtered down through teams
   d. Ideal size for student body for the next five years
      i. Number of faculty we have or will need to service students
      ii. Infrastructure needed
      iii. Residence hall spaces and safe and affordable housing in the area
      iv. May limit growth to 18,000 students on campus based on facilities
      v. Grow online
e. Capital projects coming up, or programs, that are coming need to be discussed so overlap or other variables can be expected
   i. New health sciences building
   ii. New biology building
   iii. No new residence halls
f. Enrollment: Defined as a student’s journey from the first point of contact through graduation and beyond.
   i. Must understand the impact of retention on recruitment and enrollment
g. Retention rate of freshmen over 10 years? – to be shared in the data presentation
h. Data on classroom spaces, higher education centers
i. Communications streams for engagement, services, marketing cost, etc. Share why students chose ODU – presentation by Caitlin Chandler and Christopher Fleming
   i. Collaborating with marketing.
   ii. Enrollment goals drive marketing strategies
   iii. Connection of recruitment and enrollment opportunities with high-school, community college and graduate prospect students

III. Work plan discussion led by Co-Chairs
a. Information will be posted/disseminated on Teams
b. Topics for presentations
   i. Enrollment Data – Jane to present on 3-16-22
   ii. Marketing/Communication – Caitlin Chandler
   iii. Online Task Force – Morris Foster
   iv. Space allocation and seats
   v. Other?
c. Subgroups will be formed around possible groups
   i. Military and veteran subgroup will be formed
   ii. First Year
   iii. Transfer
   iv. Non-traditional aged students,
   v. Graduate
   vi. continuing education students,
   vii. PELL-eligible
   viii. Race/ethnicity, Latin-X
   ix. Educational accessibility

IV. Other Business
a. Meetings will occur every other week
   i. Subgroups will meet in the alternating weeks
b. Doodle poll will be sent to determine meeting dates and times
c. Hybrid meetings