I. Attendees: President Hemphill, Carin Barber, Barbara Blake Gonzalez, Vicki Bonner, Denise Caliborne, Bob Clark, Erin Colwell, Beth Anne Dickie, Kimberly Early, Andrea Jones, Keanen McKinley, David Metzger, Karthik Navuluri, Emily Ondracek Peterson, Dan Richards, David Robichaud, Margaret Robinson, Hali Sanders, Ashley Schumaker, Jeannette Shaw, John Sokolowski, Don Stansberry and Hong Yang.

   a. The President began the charge by thanking Drs. Stansberry and Sokolowski for their willingness to serve as Co-Chairs. Once your work is completed, Drs. Stansberry and Sokolowski will present it to the Steering Committee for review and consideration. Also, as your work progresses and themes emerge, they will provide updates to the Steering Committee as they are both members.

   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 their submissions to help inform your focus and work.

   e. In an effort for 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. As a member of the Student Engagement and Success Subcommittee, you will review and reimagine our work in this critical area. That work will occur through the development of goals and strategies.
      i. Every strategy should have a KPI, or key performance indicator, as well as a timeline, responsible party, and budget.
      ii. I would encourage you to focus on somewhere between four and 10 overall goals.
iii. It is not uncommon to have three to five strategies for each goal.

g. The Steering Committee will provide a template by which you can populate and submit your subcommittee’s work for consideration.
   i. A template will be required for each strategy.
   ii. Templates should be completed and submitted no later than June 1, 2022.
   iii. 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.

h. Now, let’s talk about your specific work. I encourage you to focus on the overall student experience.
   i. In terms of success, please spend a considerable amount of time focused on both retention and graduation.
      1. Please consider programs and tactics that will allow us to increase in both of these critically important areas.
      2. Also, please spend time reviewing the rates of other institutions that are similar to us.
         a. This group should establish annual benchmarks for both retention and graduation rates.
         b. Also, at the end of our five-year plan, this group should determine where we aspire to be in both our retention and graduation efforts.
         c. This should be a stretch goal!
   ii. I encourage you to examine the overall experience of our students.
      1. Like most institutions, we do a great job of welcoming our students as part of their first year and engaging them during their final months as they prepare for and celebrate their Commencement.
      2. What can we do to enhance the experience in that second and third year?
   iii. We need our students to stay here after graduation.
      1. That will only occur if we are able to connect them both on campus and in the community
         a. A critical part of that connection can be gained by interning at local businesses and becoming involved in their culture.
         b. This should be an area of focus!

II. Initial Feedback Discussion Led by Co-Chairs
   a. How are defining success?
      i. Bachelors or post-graduate degrees, certificate programs, joint partnerships with TCC, etc.
         1. This committee will define that and KPI’s will help define that as well.
      ii. Consider job-placement as a potential metric for success
         1. i.e., the military gives money to active-duty service members and veterans to attend school and expect a return on that investment
      iii. Consider how engagement in the arts can also be a metric for success given that not all art majors have job placement immediately after college
iv. Consider the reputation of the institution and how that will determine a student’s experience and success upon graduation as that may open doors for them.
   1. i.e., the military gets full tuition assistance coverage from other more prestigious universities, like University of Maryland Global Campus, and at ODU they still have to come out of pocket.
   2. How do we entice them to pay instead of getting a free ride?
      a. Reputation
v. Why are students taking so long to graduate?
   1. Only 53% of undergraduate students are graduating in six years (not four).
   2. Programs are constantly changing and then they have to add more courses – extending their time at ODU.
   3. Must get more data to determine what’s happening
      a. Get people to present on this data (models on retention)
vi. Fundamental components needed to then break into sub-groups
   1. Collectivization of data, research
   2. Carin will present research on other institutions
   3. Consider the education that will make students more agile, marketable, flexible as we go into this new age post-covid, current economic status, etc. so that we can prepare for careers that don’t exist yet.
      a. Engagement/exploration of the arts
      b. Think beyond the employability piece
vii. Talk to someone involved in alumni relations because they’ve gotten a lot of feedback (data collection).

viii. We need student feedback (from those in the subcommittee).
   1. It’ll be key as they consider the current pulse of the campus

ix. Carin’s research:
   1. Institutions with similar PELL students and same graduation rates were studied through a series of interview questions
      a. Valuable in determining their key signature programs
         i. i.e., pre-loading 15 credit hours
      b. level of state support was factored in
x. Review data and reports prior to meeting again

III. Work Plan Led by Co-Chairs
   a. All information needs to be shared on teams
   b. Subgroups will be formed at next meeting (i.e., data subgroup was discussed)

IV. Other Business
   a. Weekly meetings
   b. Doodle poll will be taken to determine meeting dates and times
   c. Meeting format: hybrid