



OLD DOMINION
UNIVERSITY

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ONE VIRGINIA STRATEGIC PLAN

For Inclusive Excellence

2021-2025



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Acknowledgement

Old Dominion University (ODU) affirms the mission of the One Virginia Strategic Plan for Inclusive Excellence. Reflecting the Commonwealth’s strategic plan goals, ODU is committed to ensuring that the leadership, faculty, staff, and student body “reflect a range of cultures, religions, races, ethnicities, and valuable differences that are defined by gender, age, sexual orientation, ability, geographic location, ~~sex, and education across others”~~

ODU is a comprehensive, multicultural, and student-centered university whose central

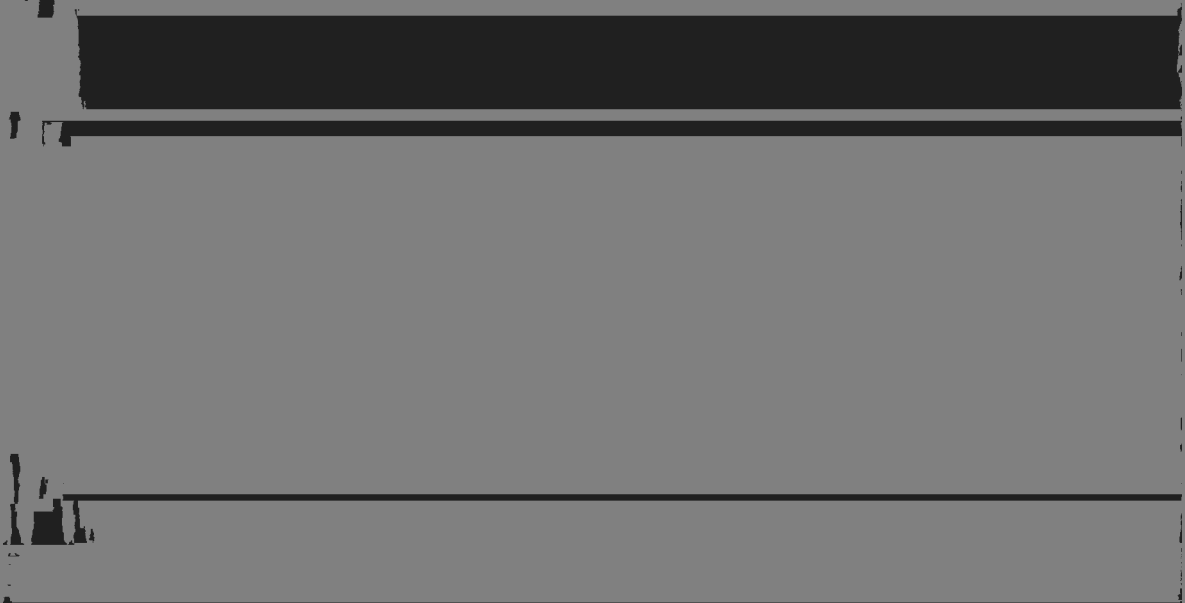
purpose is to provide our students with the best education possible. We seek to provide access for a more diverse array of student populations, elevate our standing among the ~~top-tier public research institutions, make innovative use of modern learning~~



At Old Dominion University we see diversity in our leadership, faculty, staff, and student bodies as essential for a richer educational environment and personal growth experience. Recruiting and retaining diverse talent in ODU's leadership, faculty, and staff is critical to attracting and best serving the diverse students from the Commonwealth and beyond. This helps achieve our mission of developing Citizen Leaders who work toward the common good of society. Therefore, a deliberate focus on diversity at all levels of the University is essential to our academic mission, purpose, and viability as an institution.

This plan recognizes that ODU's urban location and diverse student population provides key opportunities to address equity disparities and works towards creating a campus that is grounded in the principles of diversity, equity, access, and inclusion. There is tremendous power in harnessing the varied values, perspectives, and ways of thinking of members from across the institution to provide rich

opportunities to grow our vision and broaden our mindsets. This plan provides



GOAL 1: ACCESS AND SUCCESS



Objective 1: Plan, implement and evaluate student enrollment from

STRATEGIES

- 1 Identify the historically underrepresented and underserved populations based on
- 2
- 3
- 4
- 5
- 6

Metrics & Indicators

Determine any gaps between the representation of each underrepresented and

GOAL 1: ACCESS AND SUCCESS

STRATEGIES

- 1 Determine the extent of achievement gaps of our students at the level of the university and the college.
- 2
- 3
- 4
- 5 Expand experiential learning that targets underrepresented and underserved populations.
- 6 Increase targeted outreach to students who are experiencing academic, personal, and financial barriers that are impacting persistence at the university.

Metrics & Indicators

Compare representation and research opportunities at the university level and

at the college level.

GOAL 1: ACCESS AND SUCCESS

OBJECTIVE 3: Increase the recruitment and retention of diverse graduate students.

STRATEGIES

1 Evaluate current trends in enrollment of underrepresented and underserved populations in graduate school programs including an analysis of fellowship and assistantship participation among the targeted population.

2 ~~Further evaluate and expand interest programming for undergraduate students~~

3

4

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Metrics & Indicators •••••

Determine any gaps between the representation of underrepresented and underserved populations for each graduate program and evaluate based on historic underrepresentation nationally (e.g., women in engineering).

Establish goals, strategies, and timelines for closing the gaps for each graduate program.

Publish an annual report card based on fall enrollment.

Increase program development and/or participation to positively impact the success of underserved and underrepresented graduate students.

Revise strategies as needed based on outcomes of metrics and indicators.

GOAL 1: ACCESS AND SUCCESS

OBJECTIVE 4: Recruit and retain a diverse faculty and staff

STRATEGIES

- 1 Address instructional faculty mentoring challenges by training and certifying mentors and rewarding mentorship.
 - 2 Support the scholarly connected DEI activities of new instructional faculty through _____
 - 3 _____
 - 4 _____
 - 5 _____
- Provost's initiative designed to provide research funding.

Establishing writing forum designed to foster collegiality and support for women scholars.

Advance recruitment activities by employing college specific recruitment fairs and the

Metrics & Indicators

GOAL 2: CLIMATE AND INTERGROUP

STRATEGIES

- 1 Identify and implement language resources to increase access to university information for prospective students, families, current student body, faculty, and staff (e.g., Spanish, Chinese, ASL).
- 2 Create a more inclusive environment that welcomes all instructional faculty by training instructional faculty on inclusive practices.
- 3 Partner with American Association of Colleges and Universities to become a Truth, Racial Healing & Transformation (TRHT) Campus Centers <https://www.aacu.org/trht-campus-centers>.
- 4 Expand Bold, Inclusive Conversations Training to strengthen our inclusive environment.

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- 6
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Metrics & Indicators

Enhance perceptions of climate for diversity and inclusion as measured by a climate survey and other sources of information.

Review results of program evaluations designed to facilitate intergroup dialogue and trust.

Complete triangulation of institutional results with national benchmarking when applicable.

Devise strategies as needed based on outcomes of metrics and indicators.

GOAL 2: CLIMATE AND INTERGROUP RELATIONS

OBJECTIVE 2: Enhance cultural competence among faculty, students, and staff, by

STRATEGIES

- 1 Leverage professional learning communities online to provide faculty with culturally-competent and focused resources, content, and peer-to-peer engagement.
- 2 Enhance academic and service-learning programs to promote intercultural understanding.
- 3
- 4

Measures & Indicators

Assess perceptions of climate for diversity and inclusion as measured by a climate survey and other sources of information.

Review results of program evaluations designed to facilitate intergroup dialogue and trust.

Increase participation rate in service-learning programs.

Complete triangulation of institutional results with national benchmarking when applicable.

Establish baseline cultural competencies that all faculty and staff are expected to possess, provide training opportunities for each competency, establish goals for each staff/faculty as part of professional development, incorporated into the annual reviews. Cultural competence professional development measures include:

STRATEGIES

1. Identify and pinpoint the unique delivery systems that OBI is
- 2.
- 3.
4. Create student success support programs for non-traditional and fully online students, particularly those engaged through industry and employer partnerships to

Metrics & Indicators

Operationally define DEI goals in the context of courses and curricula.

Document self-reported growth in awareness and competencies.

Identify gaps and opportunities, establish goals and timelines, monitor progress, and revise strategies as needed.

Catalogue courses and analyze the level of participation in each against the overall student population.

GOAL 3: EDUCATION AND SCHOLARSHIP



OBJECTIVE 2: Enhance resources and training programs to train staff on how to include multi-cultural perspectives in their daily work.

STRATEGIES

- 1 Leverage professional learning communities online to provide AP faculty with culturally-competent and focused resources, content, and peer-to-peer engagement.
- 2 Develop and implement campus-wide cultural competency modules for AP faculty and staff
- 3 Provide ongoing professional learning opportunities for AP Faculty that will
- 4

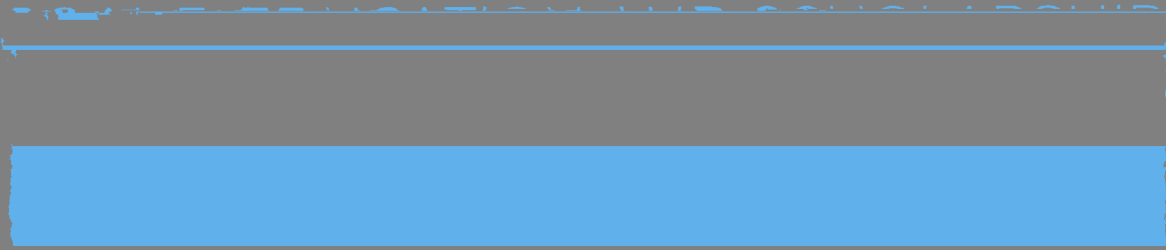
Metrics & Indicators

Establish access and usage of multi-cultural resource measures.

Enhance participation rates in professional learning communities.

Increase identification and participation in community DEI related work.

Revise strategies as needed based on outcomes of metrics and indicators.



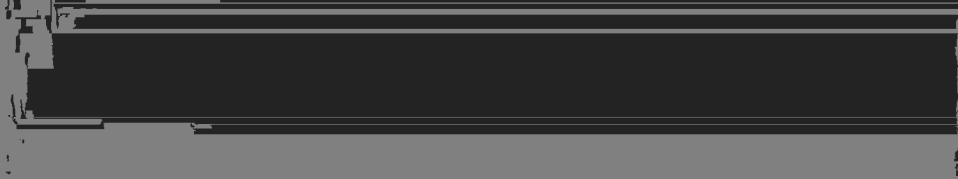
STRATEGIES

- 1 Leverage professional learning communities to include resources on the development and infusion of multi-cultural perspectives in course content.
- 2 Leverage opportunities to recognize and reward scholarship and community service.
- 3

Multi-Cultural Initiatives

Establish access and usage of multi-cultural resource measures.

Enhance participation rates in professional learning communities



GOAL 4: INFRASTRUCTURE AND ACCOUNTABILITY

OBJECTIVE 1: Develop a robust infrastructure to address longstanding institutional DEI challenges and sustain the institutional

STRATEGIES

1 Enhance existing and/or adopt policies and procedures that advance equity, civility, and wellness.

2 Empower departments to promote a culture of civility and inclusive excellence

3

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Metrics & Indicators

Review the number of increased or revised policies to address DEI challenges.

Increase the number of instructional faculty, AP Faculty, and Classified Staff trained and meeting DEI goals.

Revise strategies as needed based on the outcomes of metrics and indicators.

GOAL 4: INFRASTRUCTURE AND ACCOUNTABILITY

OBJECTIVE 2: Create a culture of evaluation and continuous improvement.

STRATEGIES

1. [Redacted]
2. [Redacted]
3. [Redacted]
4. [Redacted]

Metrics & Indicators

Regular annual reporting from school and administrative units on DEI efforts

Create working groups dedicated to developing competencies and related metrics.

Revise strategies as needed based on the outcomes of metrics and indicators.

GOAL 4: INFRASTRUCTURE AND ACCOUNTABILITY



OBJECTIVE 7: Increase institution-wide efforts designed to secure gifts, grants,



STRATEGIES

- 1 Highlight faculty research aimed at the study of disparities in health, education, and employment in the Commonwealth.
- 2 Advance the social mobility knowledge base by providing a venue (i.e. Center for Social Mobility) where faculty, administrators, and graduate students can collaborate on social mobility projects, research, and publications.
- 3 Invest resources in diversity-related research efforts, such as the Alliance for Equity-Based Research and Practice at Old Dominion University.
- 4 Provide additional resources to support Arts@ODU programs that reflect diversity and

Metrics & Indicators ●●●●

Develop annual reporting from school and administrative units on DEI efforts.

Create research reporting.

Increase funding allocated to DEI efforts.

Revise strategies as needed based on outcomes of metrics and indicators.

GOAL 5: COMMUNITY ENGAGEMENT

OBJECTIVE 1: Evaluate and expand community engagement and partnerships to create a collective impact with a variety of community organizations.

STRATEGIES

1. Identify and develop new and existing collaborative opportunities between and within [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]

Metrics & Indicators

Review results.

Report/list new and existing collaborative opportunities.

Expand the number of existing professional, networking, and mentorship opportunities and [REDACTED]

GOAL 5: COMMUNITY ENGAGEMENT

OBJECTIVE 2: Evaluate and increase philanthropy in support of inclusive excellence and DEI.

STRATEGIES

1. [Redacted]
2. Conduct a review of existing philanthropic efforts and make recommendations on how to expand.
3. [Redacted]

Metrics & Indicators

- Review results.
- Expand the number of philanthropic efforts and recommendations.
- Report on actual dollars spent on DEI-related philanthropy.
- Revise strategies as needed based on the outcomes of metrics and indicators.

OBJECTIVE 3: Advance the histories of underrepresented groups who have contributed to the campus community.

STRATEGIES

1. Engage campus and community stakeholders (e.g. Libraries, Alumni Association) to identify ways to preserve the history of underrepresented people affiliated with the University.
2. Ensure diverse voices have an opportunity to contribute during established recognitions, celebrations, and observances.
3. [Redacted]

Metrics & Indicators

- Provide post-event surveys.
- Expand media/communications coverage locally and campus-wide.
- Revise strategies as needed based on outcomes of metrics and indicators.

I endorse submission of the Old Dominion University ONE Virginia Strategic Plan for Inclusive Excellence.

President Brian O. Hemphill, Ph.D.

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Date

Contact

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