A Case Study in Strategic Planning at a Time of Uncertainty

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Overview

- Old Dominion University is a metropolitan comprehensive public research institution of higher education located in southeastern Virginia and enrolling more than 23,494 students (4,816 graduate).

- The 2020-2025 strategic planning process was interrupted by the COVID-19 pandemic in March 2020 and the announced retirement of the University president soon thereafter.

- The 2023-2028 strategic planning process was restarted by the new University president not long after his arrival in July 2021.
New Variables Adding to Uncertainty

- Move to Carnegie R1 status in January 2022, after having been awarded the community engagement classification two years earlier
- Closer ties with Eastern Virginia Medical School
- Innovative academic and research initiatives in data science in collaboration with NASA Langley Research Center and the Jefferson National Laboratory
- Refocused economic and workforce initiative in the maritime sector
- Ratio of graduate to undergraduate FTEs and the concomitant role of the Graduate School
- Expansion of online/digital education
- Shift to new athletic conference
Structure and Process

- Committee Structure
  - Steering Committee
  - Working Subcommittees
    - Mission and Core Values
    - Opportunities and Challenges
    - Academic Excellence
    - Branding, Marketing, and Communication
    - Corporate and Community Partnerships and Economic Development
    - Philanthropic Giving and Alumni Engagement
    - Research
    - Strategic Enrollment Growth
    - Student Engagement and Success
  - Writing Committee
  - Budget Committee

- Involvement of more than 100 faculty, staff, and student stakeholders
Questions for Discussion

• Where is your institution in the strategic planning process?
• If completed, how effectively have its goals been met? If in process, how might its goals be modified to accommodate uncertainty?