

A Case Study in Strategic Planning at a Time of Uncertainty

Robert Wojtowicz, Ph.D.

Vice Provost and Dean of the Graduate School



OLD DOMINION
UNIVERSITY

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?

