



OLD DOMINION UNIVERSITY

Diversity, Opportunity, and Inclusion (DOI) Plan 2026/2027 Strategies

COV Goal 1: Access and Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

- Enhance diverse talent pipelines by:
 - Leveraging AI-enabled tools to ensure equitable, market-informed hiring practices; and
 - Participating in more job fairs and networking opportunities expanding outreach.

Objective 2: Continue to retain and promote a diverse workforce.

- Expand stay interview program to include:
 - Annual structured stay conversations across divisions; and
 - Data analytics dashboards that track themes, retention risks, and engagement trends.

COV Goal 2: Welcoming and Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions.

Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- Explore the creation of Monarch Vets Connect (MVC), a Veteran Employee Resource Group, to support recruitment, retention, and engagement of military-affiliated employees.

Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- Target leadership development for supervisors and executives on managing complex employee relations issues, psychological safety, and inclusive leadership practices.

COV Goal 3: DOI Infrastructure and Training

Maintain a plan and infrastructure that supports training, career development, and organizational effectiveness.

Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

- Develop departmental data-driven DOI reporting dashboards to track:
 - Culture and engagement indicator;
 - Participation in development programs; and
 - Retention and mobility.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- Enhance supervisor capability through:
 - Continuous learning cohorts; and
 - Practical toolkits for managing performance, conflict, and team dynamics.

Objective 3: Continue to provide training and educational workshops available to all employees.

- Integrate compliance and culture by aligning training with proactive risk mitigation, employee relations strategy, and leadership accountability.