

**OLD DOMINION UNIVERSITY  
BOARD OF VISITORS PLANNING RETREAT  
Wednesday, May 1, 2024**

**MINUTES**

The Board of Visitors of Old Dominion University held a planning retreat on Wednesday, May 1, 2024, in the Board Room of the Kate and John R. Broderick Dining Commons on the Norfolk campus. Present from the Committee:

R. Bruce Bradley, Rector  
Susan Allen  
Robert S. Corn (via Zoom)  
Jerri F. Dickeski  
Andrew Hodge  
Brian K. Holland  
Kay A. Kemper (via Zoom)  
E.G. Middleton, III  
Juan M. Montero II, MD  
Ross A. Mugler  
P. Murry Pitts

Absent from the Board: Dennis M. Ellmer  
Larry R. Hill  
Toykea S. Jones  
Elza H. Mitchum  
Maurice D. Slaughter  
D. R. Wyatt

Also present: Brian O. Hemphill, President  
Alfred Abuhamad, MD (via Zoom)  
Brant Cox  
Annie Gibson  
Helen Heselius  
Craig Kent, MD  
Donna Meeks  
Tom Odom  
Ashley Schumaker  
Steven Wartman, MD  
Allen Wilson

**WELCOME, INTRODUCTIONS, AND REMARKS**

The Rector called the meeting to order at 7:45 AM and noted that a quorum was present. Board members Kay Kemper and Robert Corn attended remotely from their homes in Florida and Springfield, VA, respectively, in accordance with Va. Code § 2.2-3708.3.B.3 and Board of Visitors Policy 1107.

The Rector thanked those in attendance and noted that the merger with EVMS is only two months away, when the work of the Board becomes more complex. Today's program is designed to begin the education process of what is entailed with regard to oversight of a medical school. The Board is fortunate to have two efficient and confident leaders in Brian Hemphill and Alfred Abuhamad. He reminded the Board that the main impetus of the merger was to improve the health metrics for Hampton Roads. It will take time to make that happen, but it is imperative as we go through this process to ensure that the right metrics are in place, so we know how to measure success.

President Hemphill also welcomed Board members and stated that they will have the opportunity to hear from some dynamic individuals.

### **EASTERN VIRGINIA MEDICAL SCHOOL: HISTORICAL OVERVIEW**

Dr. Alfred Abuhamad, President, Provost and Dean of Eastern Virginia Medical School, provided an overview of the Eastern Virginia Medical School, which includes the School of Medicine, School of Health Professions, and Graduate Medical Education. He shared student demographic data, including graduation and SOM residency match rates, and noted that 37% of its alumni, practice in Virginia, and 23% practice in Hampton Roads. He said that the 2023 *U.S. News & World Report* named EVMS the most diverse medical school in Virginia and ranked its Physician Assistant Program 27<sup>th</sup> nationally out of 300+ accredited programs.

He reviewed enrollment trends; licensure examination pass rates; and financial, research, and clinical trends. He shared its assets and current operating revenue and expenses and highlighted its ten-year affiliation agreement with Sentara that will provide average annual funding to EVMS of \$35 million. Lastly, he shared his thoughts about the impact of the integration. The integration will elevate the national reputation and profile of both ODU and EVMS; ensure the ongoing success and stability of EVMS' existing programs and provide strategic growth opportunities; enhance workforce development and produce economic growth; expand access to clinical care throughout the region and impact underserved communities; create opportunity for increased community engagement to improve health equity in the region; provide a strengthened research portfolio and increase opportunities for partnership (academic and industry); and enhance the strategic and collaborative partnership among ODU, EVMS, and Sentara.

### **A NATIONAL MODEL AND BEST PRACTICES**

Dr. Steve Wartman, Past President and Chief Executive Officer of the Association of Academic Health Centers, shared his insights on overseeing a medical school. The challenge at hand is for the University to create a learning system with the medical and health professions schools such that the clinical teaching environments support each other and make each other better and more relevant while being informed by research, which he calls achieving the "virtuous cycle."

Dr. Wartman focused his discussion on the evolving dynamics of healthcare, medical schools, and guidelines for successful partnerships between universities and medical schools. He discussed the new paradigm of health care with the rapid deployment of artificial intelligence; medical school budgeting; the need for new and revised policies to support the enterprise; challenges and roadblocks; and the importance of mission balance and mission alignment. He suggested strategies to overcome institutional bias and inertia and to capture synergies between components that would

be stronger if they were aligned. He also discussed the role of the Executive Vice President for Health Sciences and the importance having oversight at the highest level as change is implemented over time.

### **MOTION FOR CLOSED SESSION**

Ms. Dickeski read following motion, “Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Section 2.2-3711(A), subsections (1) and (9) for the purposes of discussing the assignment, appointment, and performance of specific employees; and discussion and consideration of a contract for services or work to be performed by the University. The motion was properly seconded and approved by roll-call vote (*Allen, Bradley, Corn, Dickeski, Hodge, Holland, Kemper, Middleton, Montero, Mugler, Pitts*).

### **RECONVENE IN OPEN SESSION AND FOIA CERTIFICATION**

At the conclusion of Closed Session, the Rector reconvened the meeting and the following Freedom of Information Act Certification was read: “Any person who believes that the Board discussed items, which were not specifically exempted by law or not included in the motion, must now state where they believe there was a departure from the law or a departure in the discussion of matters other than that stated in the motion convening the closed session. I shall now take a roll call vote of the Board. All those who agree that only lawfully exempted matters and specifically only the business matters stated in the motion convening the closed session were discussed in closed session say “aye.” All those who disagree say “nay.” The certification was approved by roll-call vote (*Allen, Bradley, Corn, Dickeski, Hodge, Holland, Kemper, Middleton, Montero, Mugler, Pitts*).

### **OPEN DISCUSSION AND FINAL WRAP-UP**

Following closed session, the Board continued its discussion with Dr. Wartman and discussed post-transition plans.

The meeting was adjourned at 11:11 AM.