OLD DOMINION UNIVERSITY

TO: Members of the Academic and Research Advancement Committee of the Board of Visitors

Toykea S. Jones, Chair
Lisa B. Smith, Vice Chair
R. Bruce Bradley (ex-officio)
Carlton F. Bennett
Robert S. Corn
Unwanna B. Dabney
Jerri F. Dickseski
Alton (Jay) Harris
Kay A. Kemper
P. Murry Pitts
Nina W. Brown *(Faculty Representative)*

FROM: Augustine O. Agho
Provost

DATE: May 25, 2022

The purpose of this memorandum is to provide you with background information for our meeting on Thursday, June 2, 2022.

I. Approval of Minutes of the April 21, 2022, Meeting

The minutes of the April 21, 2022, meeting will be presented for approval as previously distributed.

II. Motion to go into Closed Session

III. Closed Session

The members of the Academic and Research Advancement Committee will receive information related to the items to be discussed in closed session.

Old Dominion University is an equal opportunity, affirmative action institution. Minorities, women, veterans and individuals with disabilities are strongly encouraged to apply.

IV. Reconvene in Open Session

V. FOIA Certification Motion and Roll-Call Vote on Motion

VI. Motion and Vote on Closed Session Resolutions

VII. Consent Agenda

Included in the consent agenda materials are resolutions recommending 25 faculty appointments, 12 administrative appointments, five emeritus/emerita appointments, and the appointment of the E.V. Williams Chair.

VIII. Motion and Vote on Consent Agenda Resolutions

IX. Regular Agenda

The regular agenda consists of proposed revisions to the Policy on Reappointment/Annual Review or Nonreappointment of Faculty, proposed revisions to the Policy on Tenure, a proposed Charter for the Academic and Research Advancement Committee, and a proposal for a School of Supply Chain, Logistics, and Maritime Operations.

X. Motion and Vote on Regular Agenda Resolutions

XI. Information Items

Information items include the Annual Report of Committee Actions, the Report on Promotions in Academic Rank Effective for 2022-23, and a presentation from the Provost on faculty and student demographics, faculty applying for and receiving tenure by gender and ethnicity, and faculty resignations by gender and ethnicity and reasons for leaving.

C: President Brian O. Hemphill
Ashley Schumaker
Donna Meeks

OLD DOMINION UNIVERSITY
BOARD OF VISITORS
ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE
JUNE 2, 2022
AGENDA

I. APPROVAL OF THE MINUTES OF APRIL 21, 2022

II. MOTION TO GO INTO CLOSED SESSION

III. CLOSED SESSION AGENDA

IV. RECONVENE IN OPEN SESSION

V. FOIA CERTIFICATION MOTION AND ROLL-CALL VOTE ON MOTION

VI. MOTION AND VOTE ON CLOSED SESSION RESOLUTIONS

VII. CONSENT AGENDA
- A. Faculty Appointments (p. 4-9)
- B. Administrative Appointments (p. 10-12)
- C. Emeritus/Emerita Appointments (p. 13-17)
- D. Appointment to E.V. Williams Chair (p. 18-19)

VIII. MOTION AND VOTE ON CONSENT AGENDA RESOLUTIONS

IX. REGULAR AGENDA
- A. Proposed Revisions to the Policy on Reappointment/Annual Review or Nonreappointment of Faculty (p. 20-25)
- B. Proposed Revisions to the Policy on Tenure (p. 26-39)
- C. Proposed Charter for the Academic and Research Advancement Committee (p. 40-42)
- D. Approval to Create the School of Supply Chain, Logistics, and Maritime Operations (p. 43-63)

X. MOTION AND VOTE ON REGULAR AGENDA RESOLUTIONS

XI. INFORMATION ITEMS

- A. Annual Report of Committee Actions (p. 64-79)
- B. Report on Promotions in Academic Rank Effective for 2022-23 (p. 80-82)
- C. Report from the Provost
  1. Information on Faculty and Student Demographics, Faculty Applying for and Receiving Tenure by Gender and Ethnicity, and Faculty Resignations by Gender and Ethnicity and Reasons for Leaving

June 2, 2022

FACULTY APPOINTMENTS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the following faculty appointments.

Name and Rank	Salary	Effective Date	Term
Dr. Tyler Austin Assistant Professor F. Ludwig Diehn School of Music Tenure Track	$60,000	7/25/22	10 mos

Dr. Austin received a D.M.A. in Wind Conducting from Michigan State University, an M.M. in Bassoon Performance/Wind Conducting Rel. Field from the University of North Texas and a B.M. in Music Education from Susquehanna University. Previously he was Interim Associate Director of Bands at Oklahoma State University. (Designated as Director of Bands)

Dr. Vickie Carnegie Lecturer School of Public Service	$80,000	7/25/22	10 mos

Dr. Carnegie received a Ph.D. in Public Affairs from the University of Central Florida, a JD, Law from Florida Agricultural and Mechanical University and a B.A. in Speech Communication from George Mason University. Previously she was a Lecturer and Interim Graduate Program Director in the School of Public Service at Old Dominion University.

Dr. Kameron Carter Assistant Professor Department of Management Tenure Track	$135,000	7/25/22	10 mos

Dr. Carter received a Ph.D. in Management and Organizations from the University of Iowa and an M.B.A. and B.S. in Chemistry from Longwood University. Previously she was an Assistant Professor of Human Resource Management at Pennsylvania State University, School of Labor and Employment Relations.

Ms. Emily Culver Assistant Professor Department of Art Tenure Track	$60,000	7/25/22	10 mos

Ms. Culver received an M.F.A. in Metalsmithing from Cranbrook Academy of Art and a B.F.A. in Metals/Jewelry/CAD-CAM from Temple University. Previously she was a Visiting

Assistant Professor in the Department of Art at Old Dominion University.

Dr. Mary Dalmida Visiting Clinical Assistant Professor School of Rehabilitation Sciences	$66,667	7/25/22	10 mos

Dr. Dalmida received a Doctor of Physical Therapy from Old Dominion University and a B.S. in Exercise Sport and Health Education from Radford University. Previously she was a Physical Therapist, Advanced Clinical Specialist at Sentara Princess Anne Physical Therapy and an Adjunct Associate Professor in the School of Rehabilitation Sciences at Old Dominion University.

Ms. Steffani Dambruch Lecturer Department of English	$48,300	7/25/22	10 mos

Ms. Dambruch received an M.A. in English, Literature and a B.A. in English, Literature and Creative Writing from Old Dominion University. Previously she was a Lecturer in the Department of English at Old Dominion University.

Dr. Ashley Doane Senior Lecturer Department of Psychology	$64,000	7/25/22	10 mos

Dr. Doane received a Ph.D. in Applied Experimental Psychology, an M.S. in Experimental Psychology and a B.S. in Psychology from Old Dominion University. Previously she was Associate Professor and Chair in the Department of Psychology at Chowan University.

Dr. Adrienne Hartgerink Clinical Assistant Professor School of Nursing	$204,902	6/10/22	12 mos

Dr. Hartgerink received a Doctor of Nursing Practice from the University of Minnesota, a Master of Science in Nursing from Uniformed Services University and a Bachelor of Science in Nursing from James Madison University. Previously she was Associate Director of the Nurse Anesthesia Program and Lecturer of Nursing at Old Dominion University and Staff CRNA and Clinical Preceptor at Naval Medical Center Portsmouth. (Designated as the Nurse Anesthesia Program Director)

Ms. Adaira Howell Lecturer School of Dental Hygiene	$68,250	7/25/22	10 mos

Ms. Howell received a Master of Science and a Bachelor of Science in Dental Hygiene from Old Dominion University. Previously she was an Adjunct Assistant Professor in the School of Dental Hygiene at Old Dominion University.

Ms. Sarah Hutton Lecturer School of Nursing	$71,700	7/25/22	10 mos

Ms. Hutton received a Master of Science in Nursing Education from Liberty University and a Bachelor of Science in Nursing from James Madison University. Previously she was an Adjunct Faculty member in the School of Nursing at Old Dominion University and a Clinical Practice and Education Specialist at Children's Hospital of the King's Daughters.

Dr. Dalya Ismael Assistant Professor Department of Engineering Technology Tenure Track	$74,000	7/25/22	10 mos

Dr. Ismael received a Ph.D. in Civil Engineering from Virginia Polytechnic Institute and State University, a Master of Science in Construction Management from the University of Leeds, UK and a Bachelor of Science in Civil Engineering/Construction Management from Kuwait University. Previously she was an Associate Professor in the Built Environment Department and Energy Management Technology at Sinclair Community College.

Ms. Sarah M. Lacy Lecturer Department of English	$48,300	7/25/22	10 mos

Ms. Lacy received an M.A. in Literature from Cleveland State University, a B.A. in English-Film & Theatre Production from the University of Delaware and is expected to receive a Ph.D. in Rhetoric and Composition from Kent State University. Previously she was an Instructor in the Department of English at Kent State University.

Dr. Arjun Mohan Post-Doctoral Research Associate Center for Bioelectronics	$45,000	6/25/22	12 mos

Dr. Mohan received a Ph.D. from NIT Calicut, a Masters in Nanotechnology from SRM University and a Bachelors in Mechanical Engineering from Anna University, India. Previously he was a Post-Doctoral Research Assistant at the Indian Institute of Technology, India. (new position)

Ms. Maria E. Espilondo Murdock Lecturer Department of Engineering Technology	$70,000	7/25/22	10 mos

Ms. Murdock received an M.S. and a B.S. in Civil Engineering from Clemson University. Previously she was an Adjunct Professor in the Department of Engineering Technology at Old Dominion University and a Senior Project Manager at GET Solutions, Inc.

Dr. Elaine Murphy Lecturer Department of Psychology	$57,750	7/25/22	10 mos

Dr. Murphy received a Ph.D. in Applied Experimental Psychology, an M.S. in Experimental Psychology and a B.S. in Psychology from Old Dominion University. Previously she was a Lecturer in the Department of Psychology at Old Dominion University.

Dr. Sandra Nichols Visiting Clinical Assistant Professor School of Nursing	$105,600	5/25/22	12 mos

Dr. Nichols received a Master's Degree in Nursing, a Bachelor of Science in Nursing, a Ph.D. in Higher Education, an M.A. in English and a B.S. in Political Science and English from Florida State University. Previously she was Psychiatric Mental Health Nurse Practitioner Concentration Coordinator, Adult-Geriatric Primary Care NP Concentration Coordinator and Assistant Professor of Nursing at Northern Kentucky University.

Ms. Nisha Polawar Lecturer Department of Computer Science	$58,000	7/25/22	10 mos

Ms. Polawar received a Masters in Information Systems and a Bachelors in Computer Applications from Kakatiya University, India. Previously she was an Assistant Professor in the Department of Computer Science at Nalanda College, India. (new position)

Ms. Judith Preston Clinical Assistant Professor Department of Counseling and Human Services	$67,000	7/25/22	10 mos

Ms. Preston received an M.S.Ed. from Old Dominion University, an M.A. in International Affairs from Ohio University, a Bachelor of Arts from the University of Nairobi and is expected to receive a Ph.D. in Education, Counselor Education and Supervision from Old Dominion University. Previously she was Counselor/Owner of Practice at Centered Counseling Services, LLC. (Rank is contingent upon the successful completion of Ph.D. requirements by August 2022.)

Ms. Jing Qin Assistant Professor Department of Art Tenure Track	$57,000	7/25/22	10 mos

Ms. Qin received a Master of Fine Arts in Painting and Drawing from the University of Tennessee-Knoxville and a Master of Arts in Studio Arts/Fine Arts and a Bachelor of Fine Arts in Painting from Sichuan University, China. Previously she was a Visiting Professor in the School of Art and Art History at the University of Denver.

Dr. Felix Ringer Assistant Professor Department of Physics	$105,000	6/10/22	12 mos

Dr. Ringer received a Ph.D. in Physics from the University of Tübingen, Germany and a Master of Advanced Study/Certificate of Advanced Studies in Mathematics at the University of Cambridge, UK. Previously he was a Simons Foundation Bridge Fellow at the C.N. Yang Institute for Theoretical Physics at Stony Brook University. (Joint appointment with Jefferson Lab Theory Center – ½ funded by Jefferson Labs).

Dr. Lauren B. Robins Clinical Assistant Professor Department of Counseling and Human Services	$67,000	7/25/22	10 mos

Dr. Robins received a Ph.D. in Counselor Education and Supervision and a Master of Arts in Clinical Mental Health Counseling from Regent University and a B.S. in Psychology from Old Dominion University. Previously she was a Visiting Assistant Professor in the Department of Counseling and Human Services at Old Dominion University.

Ms. Jenna Simmons Lecturer Department of Communication and Theatre Arts	$50,000	7/25/22	10 mos

Ms. Simmons received a Master of Science in Mass Communication and a Bachelor of Arts in Advertising from University of Southern Mississippi-Hattiesburg. Previously she was an Adjunct Professor in the Department of Communication and Theatre Arts at Old Dominion University and a Marketing Assistant at Military Produce Group, LLC.

Dr. Ashish Tamhane Lecturer Department of Mechanical and Aerospace Engineering	$72,000	7/25/22	10 mos

Dr. Tamhane received a Ph.D. in Mechanical Engineering and an M.S. in Aerospace Engineering from Old Dominion University and a Bachelor of Engineering, Mechanical Engineering from the University of Mumbai, Fr.C.R.I.T, Vashi, India. Previously he was a Lecturer in the Department of Mechanical and Aerospace Engineering at Old Dominion University. (new position)

Dr. Sri Ramulu Torati Post-Doctoral Research Associate Center for Bioelectronics	$55,000	6/25/22	12 mos

Dr. Torati received a Ph.D. in Nanotechnology from Chungnam National University, South Korea, and an M.Sc. in Chemistry and B.Sc. in Chemistry, Industrial Chemistry and Physics from Sambalpur University, India. Previously he was a Research Professor/Researcher at Magnetics Initiative Life Care Research Center, DGIST, South Korea. (new position)

Dr. Clayton Wright Lecturer Department of Biological Sciences	$69,000	6/10/22	12 mos

Dr. Wright received a Ph.D. in Biomedical Sciences from Eastern Virginia Medical School and a B.S. in Biology from Livingstone College. Previously he was an Assistant Professor of Practice/Lecturer in the Department of Biological Sciences at Old Dominion University.

June 2, 2022

ADMINISTRATIVE FACULTY APPOINTMENTS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the following administrative faculty appointments.

Name and Rank	Salary	Effective Date	Term
Chrisie Brown Director of Creative Services and Assistant Instructor	$52,000	5/10/22	12 mos

Ms. Brown received a B.A. in Graphic Design from Old Dominion University. Previously she was Assistant Director of Athletic Publishing and Creative Services at Old Dominion University.

Christine Clarke Study Aboard Coordinator and Instructor	$48,414	5/10/22	12 mos

Ms. Clarke received an M.S.Ed. in Higher Education with an International Education focus from Old Dominion University and a B.S. in International Affairs from Florida State University. Previously she was a Graduate Assistant in the Office of Study Abroad at ODU. She also worked in the International Office at the Florida Institute of Technology.

Tammi Dice Dean, Darden College of Education and Professional Studies	$240,000	6/10/22	12 mos

Dr. Dice received a Ph.D. in Counselor Education from The College of William and Mary and an M.S.Ed. in Counseling and a B.S. in Psychology from Old Dominion University. She has served as Interim Dean of the Darden College of Education and Professional Studies since 2020. Dice joined the faculty of Old Dominion University in 2005 and since has obtained tenure and promotion to full professor as well as held a number of administrative positions. She served as the Undergraduate Program Director (UPD) of the Human Services program and as Assistant Chair for the Counseling and Human Services Department. As Associate Dean for Undergraduate Education, she led the development of the UPD policy for the University and spearheaded the development of four B.S. in Education programs, authoring the related State Council of Higher Education for Virginia (SCHEV) and Virginia Department of Education (VDOE) proposals. (Salary includes $50,000 stipend for serving as Dean of the Darden College of Education and Professional Studies)

Mr. Timothy Hackman Dean, University Libraries	$175,000	7/25/22	12 mos

Mr. Hackman received a Bachelor of Arts in English from Shippensburg University and a Master of Library Science and Master of Arts in English Language and Literature from the University of Maryland, College Park. Previously he served as Associate Director of Public Services at the University of Maryland Baltimore County. Prior to that he held several positions at the University of Maryland Libraries, College Park, including Director of User Services and Resource Sharing, Head of Resource Sharing and Access Services, and Librarian for English and Linguistics. Mr. Hackman received the Outstanding Librarian Award and a Special Recognition Award from the University of Maryland Libraries.

Zachary Harrison Associate Director of Administrative Services, Housing and Residence Life and Instructor	$65,500	5/10/22	12 mos

Mr. Harrison received a B.A. in Psychology from East Carolina University and an M.A. in Higher Education from Eastern Michigan University. Previously, he worked as the Assignments Manager in Housing and Residence Life at ODU and as Residence Hall Director at both Virginia Commonwealth University and Xavier University.

Kimberly Hill Assistant Athletic Trainer and Instructor	$40,000	5/25/22	12 mos

Ms. Hill received a B.S. and M.S. in Athletic Training from Marshall University. Previously, she worked as an Athletic Trainer at Coastal Carolina University, Kentucky Christian University, and Marshall University.

Anna Lacy Transfer Academic Success Advisor, Student Success Center and Instructor	$47,000	4/25/22	12 mos

Ms. Lacy received a B.S. in Psychology from James Madison University and an M.Ed. in Higher Education from UNC Greensboro. She previously worked at the University of Richmond as Area Coordinator for Residence Life and also served as academic advisor.

Jeanna Mann Assistant Director of Student and Family Programs, Student Engagement and Enrollment Services and Instructor	$50,000	5/11/22	12 mos

Ms. Mann received a B.A. in Mass Communications and an M.A. in Professional Studies from Towson University. Previously she served on the Strategic Enrollment Management team at the University of Maryland Global Campus.

Jean McClellan-Holt Associate Director of Programs and Wellness and Professor	$65,000	5/10/22	12 mos

Dr. McClellan-Holt received a B.S. in Education from James Madison University, an M.S. in Parks, Recreation & Tourism from Virginia Commonwealth University, and an Ed.D. in Educational Leadership from the University of Central Florida. Previously she served in several positions in Recreation and Wellness at Old Dominion University, including Assistant Director of Recreation and Wellness and Assistant Director of Recreation Sports.

Briana Morris Residence Hall Director and Assistant Instructor	$35,584	5/10/22	12 mos

Ms. Morris received a B.B.A. in Marketing from Radford University and an M.F.A. in Creative Writing from Old Dominion University. Prior to the Residence Hall Director position, she served as an Assistant Hall Director for Housing & Residence Life at Old Dominion University.

Suzanne Peterson Manager of Education and Engagement, Barry Art Museum and Assistant Instructor	$55,000	5/10/22	12 mos

Ms. Peterson received a Bachelor of Fine Arts in Studio Art from the University of Wisconsin. She founded the Lil Truck of Tools, a 501c3 nonprofit mobile maker studio with a mission of craft equity for young students and serves as Executive Director & Instructor. Ms. Peterson has also worked as a part-time Youth Instructor at the Chrysler Museum Glass Studio and as Set Assistant for the production of Exodus: Homecoming with the In[heir]itance Project.

Stephen Tang-Nian Assistant Director for Residence Education and Instructor	$54,000	5/10/22	12 mos

Mr. Tang-Nian received a Bachelor of Science in Electronic Media & Film: Audio Production Concentration from Towson University and a Master of Arts in Education from Virginia Polytechnic Institute & State University. Previously, he worked as a Residence Life Coordinator at the University of Delaware.

June 2, 2022

EMERITUS/EMERITA APPOINTMENTS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the title of emeritus/emerita for the following faculty members. A summary of their accomplishments is included.

Name and Rank	Effective Date
Jen-Kuang Huang Professor Emeritus of Mechanical and Aerospace Engineering	June 1, 2022
Isao Ishibashi Professor Emeritus of Civil and Environmental Engineering	June 1, 2022
Wayne Talley Eminent Scholar Emeritus and Professor Emeritus of Economics	June 1, 2022
Renee Olander Associate Vice President Emerita for Regional Higher Education Centers	August 1, 2022
C.J. Butler Master Lecturer Emeritus of Communication Disorders and Special Education	September 1, 2022

JEN-KUANG HUANG

Jen-Kuang Huang received a B.S. degree in Mechanical Engineering from National Taiwan University, Taiwan, ROC and an M.S. degree in Aeronautics and Astronautics and a Ph.D. degree in Estimation and Control both from Massachusetts Institute of Technology (MIT). He joined Old Dominion College of Engineering as an Assistant Professor in the Mechanical Engineering and Mechanics Department in 1985, rising through the ranks as an Associate Professor in 1990 and Professor in 1996. Huang served as Graduate Program Director for the Mechanical Engineering Department from 1997 to 2004, Chair of the Mechanical Engineering Department from 2004 to 2010, and Chair of the Mechanical and Aerospace Engineering Department from 2010-2012.

Huang's awards and recognition include the NAMTAC Outstanding Projects of the Year Award from the National Association of Management and Technical Assistance Centers in 1999; NASA-ASEE Summer Faculty Fellowship Awards in 1993, 1994, and 1997; Who's Who in the South and Southwest, 1992; Best Session Paper Presentation Award from the American Control Conference, 1991; and Most Outstanding Student Award, China Society of Mechanical Engineering, 1974.

Huang has been Principal Advisor for seven M.S. students and 15 Ph.D. students. He has been Principal Investigator on external research grants totaling more than $1 million and Co-PI on grants totaling $650,000.

ISAO ISHIBASHI

Isao Ishibashi obtained a B.S. and M.S. in Civil Engineering from Nagoya University, Nagoya, Japan and a Ph.D. from the University of Washington. He was a research and teaching faculty member at the University of Washington and Cornell University before joining Old Dominion University in 1986 as a Professor in the Department of Civil and Environmental Engineering. Ishibashi guided 34 master's and eight Ph.D. students at Old Dominion University for their degree completions. He served as the Graduate Program Director of the department from 1997 to his retirement in 2022.

Ishibashi was involved in research in the field of Geotechnical Engineering and Earthquake Engineering. Through his research activities, he contributed, in particular, in advancing the knowledge in dynamic lateral earth and water pressures against retaining structures during earthquakes, anisotropic soil's properties and its relation to soil liquefaction phenomenon during earthquakes, and others. He is the author or co-author of over 100 published technical papers in journals and proceedings, including a book titled "Soil Mechanics Fundamentals and Applications" (in English and Japanese versions), which are well received around the world as one of the most popular introductory textbooks in the field.

Ishibashi also served as a technical expert in the field of soil dynamic research around the world to help developing new research programs and facilities; at Tunis, Tunisia (from US AID) and at New Deli, India (from UN DP). He was a visiting researcher at Port and Harbor Research Institute, Ministry of Transportation, at Yokosuka, Japan in 1992 and a visiting professor at Kyusyu University, Fukuoka, Japan in 2015.

WAYNE KENNETH TALLEY

Wayne Kenneth Talley received a B.A. in Economics from the University of Richmond, an M.S. in Business from Virginia Commonwealth University, and an M.A. and Ph.D. in Economics from the University of Kentucky. He joined Old Dominion as an Assistant Professor of Quantitative Sciences in 1972, achieved the rank of Associate Professor of Economics in 1977 and achieved the rank of Professor of Economics in 1983. Talley is the Frederick W. Beazley Professor and Eminent Scholar of Economics in the Economics Department and Professor of

Maritime and Supply Chain Management in the Department of Information Technology and Decision Sciences. He is a founding member and current director of ODU's Maritime Institute and was recently recognized for 50 years of service at ODU. Talley has testified in front of United States Senate Committees regarding recent supply chain issues such as port congestion.

Talley's research is in Maritime Research and Transportation Economics. He is very well known in the academy for his significant contributions in both fields having published a combined 134 refereed journal articles, 42 special issues journal articles and book chapters, and 13 books. Google Scholar indicates that his research has been cited over 5,000 times. Talley has received 16 grants and contract awards totaling over $1.5 million.

Talley has been the editor in chief for the journals *Maritime Transport Research*, *Transportation Research Part E: Logistics and Transportation Review* and the *International Journal of e-Navigation and Maritime Economy*. He has also served on the editorial board for 10 different academic journals in transportation research.

Talley has won several awards. Most significantly he was recognized in 2018 as a co-recipient of the Onassis Prize in Shipping, presented at City University London. Talley's international appointments include honorary chair professor (for life) at the National Chiao Tung University in Taipei, Taiwan; honorary guest professor (for life) at Shanghai (China) Maritime University; honorary appointments at the Cass Business School at City University, London and the faculty of Maritime and Transportation at Ningbo (China) University; and member of the Board of Advice for the Institute of Transport and Logistics Studies at the University of Sydney, Australia. He has been an invited speaker at 26 international conferences and played a significant role in 63 international conferences around the world. Talley has also given guest lectures and has served on dissertation committees for universities around the world.

RENÉE ELLEN OLANDER

Renée Ellen Olander earned a B.A. in English from Mary Baldwin University, an M.A. in English from Old Dominion University, and an M.F.A. in Creative Writing from the University of Southern Maine. She joined ODU in 1986 as English GTA, was adjunct in 1987-88 and appointed Instructor in 1989.

In 1995, Olander became Director of Academic Advising for the College of Arts and Letters. She created and taught the "Intro to Arts & Letters" student success course, led Learning Communities, trained peer advisors/facilitators, coached faculty members, and advised hundreds of students. The university's Presidential Scholar and Kaufman Award winners each recognized Olander as their "Most Inspiring Faculty" in 1998.

In 2000, Olander assumed the Interdisciplinary Studies Teacher Preparation Department directorship. The Virginia Department of Education recognized the Elementary Teacher Prep program as a model curriculum, the ODU Student Virginia Education Association chapter presented Olander their "Apple of Our Eye" award, and the Dean presented her the College's Service Award.

Olander became interim Virginia Beach Higher Education Center Director in 2005, and in 2006 was appointed Director and Assistant Professor. She led degree program expansion, increasing on-site enrollment and fostering academic community. Beginning 2010, Peninsula and Tri-Cities Centers also reported to her, and the regional centers advanced partnerships with employers, municipalities, and nonprofit agencies, especially in the maritime, cyber, healthcare, and resilience/sustainability sectors.

Olander received the University Women's Caucus and AUA Worth Pickering Administrator of the Year awards. She served on boards including YWCA-SHR, Cultural Alliance of Greater Hampton Roads, Southeastern Virginia Women's Political Caucus, and Virginia Beach Vision, Inc. She served on the City of Virginia Beach's Quality of Education and Lifelong Learning Strategic Issues Team, GrowSmart Policy Board, Public Libraries' Strategic Planning team, and at many annual Strategic Planning Summits.

Olander's writing has been widely published, including in poetry collections, anthologies, journals, newspapers, blogs, and on radio. She was featured at the 2018 Montréal Poetry Festival and has performed in México and Ireland. The ODU Literary Festival featured her three times. Throughout her administrative tenure, Olander published, taught, and served on MA and MFA students' thesis committees. In 2018, the last year she taught a university course, a graduating student recognized her with a Shining Star Award.

CJ BUTLER

CJ Butler received a B.S.Ed. and M.S.Ed. in Special Education from Old Dominion University. He joined Old Dominion as an adjunct Lecturer of Special Education in 1996, then transitioned to faculty as a full-time Lecturer in 2006. He was promoted to the rank of Senior Lecturer in 2012 and Master Lecturer in 2017. Recognition of Butler's accomplishments in teaching and service include several Shining Star Awards, awarded by the Office of Student Engagement & Enrollment Services between 2010-2018, the Darden College of Education Teaching Excellence and Innovation Award in 2011, and the Old Dominion University Distant Educator of the Year Award in 1999.

Butler was integral in the development of the undergraduate program in special education, and he has served as the Undergraduate Program Director (UPD) since its inception. As UPD, he advised all students in the undergraduate license programs in special education, helping over 200 students to obtain their goal of earning a teaching license in special education. Additionally, he directed and instructed in the *Teacher Reaching Youth Intervention Training* (TRYIT) program. This six- course, field-based partnership with Virginia Beach City Public Schools was initiated in 2007 and to date, over 200 administrators, teachers, and other allied professionals have successfully completed this training to add the Special Education General Curriculum, K-12 endorsement to their current teaching license. Finally in support of student advancement, Butler was a faculty member in the U.S. Department of Education sponsored Teacher Immersion Residency Program from 2011-2014, and the Program Director from 2015-2016.

Butler has maintained an extraordinary level of service, contributing extensive time to the

profession. He has built and maintained relationships at the local, state, and national levels. For example, he was the only trainer of Functional Behavior Assessment and Behavior Intervention Planning (FBA/BIP) for the Virginia Department of Education from 2008-2021, and he conducted state-wide trainings in five regions annually. Furthermore, he served as Livetext coordinator for the College, and he has served on countless University and College committees.

Butler also has a strong record of scholarship. Specifically. he has received four grants for pre- and in-service teachers, and he has written several articles and been principal developer for videos and other training media. Most recently he was part of the team that developed the Seclusion and Restraint training modules that are required for all teachers in Virginia.

June 2, 2022

APPOINTMENT OF E.V. WILLIAMS CHAIR IN STRATEGIC LEADERSHIP
STROME COLLEGE OF BUSINESS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Anil Nair as the E.V. Williams Chair in Strategic Leadership in the Strome College of Business for 2022-2023 through 2026-2027. A summary of his career is included below for information purposes.

Anil Nair
Professor of Management

This letter contains my recommendation for Dr. Anil Nair, Professor, to be designated as the E.V. Williams Chair in Strategic Leadership in the Strome College of Business.

The *Teaching and Research Faculty Handbook* states, "The purpose of the award of a named chair is to recognize and give support to a full professor who has demonstrated sustained excellence in research and teaching and will significantly contribute to the University. The holder of a named chair is a person of national stature." The E.V. Williams Chair position was posted as an open recruitment in January 2021 with the intention of attracting an outstanding external candidate. The chairholder is charged with conducting research publishable in top-tier journals, providing intellectual leadership, and cultivating growth in the entrepreneurship program at ODU. The recruitment drew some interested applicants, but no one with the national stature that was expected. After deliberation, the faculty concluded that a second search was unlikely to be successful. They observed that Dr. Nair was more strongly qualified than the recent applicants for the E.V. Williams Chair, based on his leadership, his sustained research in business strategy, innovation, and entrepreneurship, and his esteemed reputation in the international academic community. They voted unanimously to recommend his selection to the Dean, who then urged Dr. Nair to submit his materials for consideration.

The ODU policy on Named Chairs in the *Teaching and Research Faculty Handbook* states, "Normally, named chairs do not hold an administrative post such as department chair, Dean or Provost." Dr. Nair is currently the chair of the Department of Management. If Dr. Nair is designated as the E.V. Williams Chair, he will vacate his role as department chair at the conclusion of the current academic year.

Dr. Nair has been an active scholar, with 35 peer-reviewed publications, including works appearing in 4 journals of management and entrepreneurship ranked as the most prestigious in those fields. He has delivered 50 conference presentations, and his work has been cited more than 3,200 times by other scholars. Dr. Nair is a champion in advancing the emergent research

area of "transitional entrepreneurship," referring to entrepreneurs who overcome significant life challenges in starting new ventures, e.g., veterans, immigrant/refugees, women/minorities, and residents of economically distressed communities. This field is identified as a strategic pillar for the college and is consistent with university values in promoting diversity, inclusion, and social mobility. The creation of the Hudgins Transitional Entrepreneurial Lab, and the synergy with Dr. Nair's leadership, evidenced by his research activities, mentorship of tenure-track faculty specializing in this area, and organization of professional symposiums in each of the last two years focused on transitional entrepreneurship (TE), have had considerable impact in advancing the field. He recently acquired a $400K grant from the E.W. Kauffman Foundation, which he will use to continue the professional conferences through 2024.

Dr. Nair's stated intentions as the holder of the E.V. Williams Chair in Strategic Leadership are to promote ODU's role in TE, initiate new projects to enhance ODU's Ph.D. program in Strategic Management and other departmental degree programs, and to establish himself as a senior faculty scholar in the department. In entrepreneurship, he plans to continue the TE efforts noted above and cultivate additional interest in TE in the academic community through published research and editing special issues on TE in professional journals. He also plans to expand TE community engagement initiatives regionally by tapping into his longstanding business networks and to solicit additional grant funding beyond the Kauffman Foundation. He will strengthen the Ph.D. program in Strategic Management by initiating case studies of local area businesses, which not only strengthens our partnerships, but has the potential to develop internships, jobs, and retain the ODU alumni talent pool locally. He is finalizing an open access text for the capstone course in strategic management, after piloting it for five years in the MBA program, just one example of Dr. Nair's forward-thinking perspective and his personal commitment to serving the university. He has a strong track record of publishing with his doctoral students and mentoring junior faculty in the department, and anticipates growth in these collaborations if he is designated as the E.V. Williams Chair.

Dr. Nair holds a Bachelor's degree in Technology from the National Institute of Technology in Raipur, India, a Master's degree in Technology from the Indian Institute of Technology in Kharagpur, India, and a Ph.D. in Management from the Stern School of Business at New York University in New York City, NY.

As a holder of the E.V. Williams Chair in Strategic Leadership, Dr. Nair will receive a stipend of $50,000 per year and the remaining balance to be used for research of approximately $20,000 per year (depending on the spend letter each year), for Academic Years 2022-2023 through 2026-2027.

Given Dr. Nair's sustained scholarship and his exemplary teaching record and service to the college, university, and his profession, I strongly recommend that he receive the E.V. Williams Chair in Strategic Leadership in the Strome College of Business.

June 2, 2022

PROPOSED REVISIONS TO THE POLICY ON REAPPOINTMENT/ANNUAL REVIEW OR NONREAPPOINTMENT OF FACULTY

The proposed changes to the policy on Reappointment/Annual Review or Nonreappointment of Faculty add language to the policy specifying that faculty members be provided with reasons for the recommendation for appointment or non-reappointment in their annual review letters. The proposed revisions will be reviewed by the Governance Committee and presented to the Board for approval at its meeting in September.

NUMBER: 1402

TITLE: Reappointment/Annual Review or Nonreappointment of Faculty

APPROVED: June 12, 1980; Revised June 20, 1985; Revised June 16, 2011; Revised April 26, 2013 (eff. 6/1/13); Revised June 14, 2018 (eff. 7/1/18); Revised June 13, 2019 (eff. 7/1/19); Revised June 18, 2020 (eff. 7/1/20)

SCHEDULED REVIEW DATE: June 2025

I. Board of Visitors Policy

A. Nature of Appointment

1. Unless tenure has been awarded by the university, all appointments of full-time faculty are on an annual, temporary, or probationary basis, renewable one year at a time at the discretion of the university.

2. In some cases, appointments for a period of less than one academic year may be made, for example, initial appointments at mid-year or emergency one-semester appointments.

II. Guidelines

A. Consideration of reappointment or nonreappointment will be according to a timetable distributed by the Office of the Provost and Vice President for Academic Affairs.[1] Consideration takes place early in the second semester for faculty members in their first year of service and early in the first semester for faculty members in the second or subsequent year of service.

B. For instructors, assistant professors, lecturers, clinical assistant professors, research assistant professors, and untenured associate professors and professors, the initial consideration will be by the departmental tenure and promotion committee unless they are in the first year and have been appointed mid-year. For senior lecturers, master lecturers, research associate professors, research professors, clinical associate professors, and clinical professors, initial consideration will be by the department chair, except for those years when the faculty member is undergoing their sixth year review (see III.B. below).

C. In the case of financial constraints or demonstrable overstaffing of departments, the dean or the provost and vice president for academic affairs may require that the number of probationary tenurable and nontenurable faculty members in the department be reduced.

D. Faculty members who were appointed as instructors with the expectation that the terminal degrees would be completed may not be reappointed before the award of the degree unless prior approval has been obtained from the provost and vice president for academic affairs. (See the Board of Visitors Policy on Academic Rank and Criteria for Ranks.)

E. If the critical requirements of the position of a probationary tenurable faculty member are changed so as to affect the primary duties expected of the faculty member, and hence his or her consideration for tenure, the faculty member shall be fully and promptly informed of the changes in writing at least one semester before the changes are implemented.

III. Procedures

A. Reappointment or Nonreappointment of Probationary Tenure-Track Faculty[2]

1. The departmental promotion and tenure committee and all subsequent persons considering the case will take into consideration the formal evaluations of the faculty member's performance by the chair (unless the faculty member evaluated is the chair) and the dean, faculty information sheets, and any other relevant data, as well as the needs of the department.

2. These procedures will be suitably adapted for faculty members who hold interdisciplinary, interdepartmental or joint appointments or who hold appointments in a department with two or fewer tenured faculty members. The adapted procedures should be recommended by the promotion and tenure committee of the college or colleges involved and approved by the dean or deans concerned and the provost and vice president for academic affairs.

3. Each department conducts an annual review of the probationary tenure-track faculty in that department (including the chair if untenured). This review is based on the performance of the individual faculty member and the needs of the department and is initially conducted by a committee consisting of tenured members of the department.

4. The departmental promotion and tenure committee recommends to the chair (or the dean in case the faculty member being evaluated is the chair) one of the following actions:

a. That the faculty member be considered for tenure through normal channels, if a sufficient probationary period has elapsed. (In this case, the faculty member is considered for tenure through the normal tenure procedures, and the remainder of this section does not apply.)

b. That the faculty member be offered an additional annual contract without tenure.

c. That the faculty member not be reappointed, that is, not be offered an additional contract if in the first or second year of service or offered a terminal contract for the succeeding year if in the third or subsequent year of service.

d. A copy of the committee's recommendation shall be supplied to the faculty member with reasons for the recommendation for appointment or nonreappointment.

5. Considering the written recommendation of this committee, the performance of the faculty member and the needs of the department, the chair (unless she or he is the faculty member being evaluated) makes a recommendation to the dean concerning reappointment or nonreappointment of each individual probationary tenure-track faculty member and provides the faculty member with a copy of the recommendation.

6. Considering the recommendation of the departmental promotion and tenure committee and of the chair (unless she or he is the faculty member being evaluated) as well as the needs of the college, the dean makes a decision concerning reappointment or nonreappointment of each individual probationary tenure-track faculty member, notifies that faculty member in writing of this decision, and provides the faculty member and the provost and vice president for academic affairs with a copy of the decision letter.

a. If the dean decides not to reappoint a faculty member, the faculty member may request a review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final.

b. Notice of the dean's decision concerning reappointment or nonreappointment of probationary tenure-track faculty members shall be according to the following schedule:

1. Not later than March 1 of the first academic year of service.

2. Not later than December 15 of the second academic year of service.

3. Terminating appointment of one year, with notice by December 15, after two or more academic years of service.

B. Reappointment or Nonreappointment of Nontenure-track Faculty

1. Each department conducts an annual review of all nontenure-track faculty members in that department. This review is based on the performance of the individual faculty member and the needs of the department.

a. For lecturers and clinical assistant professors, this review is conducted by a committee consisting of tenured members of the department and master lecturers and clinical professors followed by the department chair and dean.

b. For senior lecturers and master lecturers, the annual review is conducted by the chair followed by the dean. In lieu of this annual review, and if not applying for promotion, every six years senior lecturers and master lecturers will instead undergo an in-depth evaluation that is initially conducted by a committee consisting of tenured members of the department followed by the chair and dean.

c. For clinical associate professors and clinical professors, the annual review is conducted by the chair followed by the dean. In lieu of this annual review, and if not applying for promotion, every six years clinical associate professors and clinical professors will instead undergo an in-depth evaluation that is initially conducted by a committee consisting of tenured members of the department followed by the chair and dean.

d. For faculty of practice (any rank) the annual review is conducted by a committee consisting of tenured members of the department followed by the department chair and dean.

2. For lecturers, faculty of practice, and clinical assistant professors and for all nontenure-track faculty undergoing an in-depth sixth-year evaluation, the departmental committee recommends to the chair one of the following actions:

   a. That the faculty member be offered an additional annual contract.

   b. That the faculty member not be reappointed, that is, not be offered an additional annual contract.

3. A copy of the committee's recommendation shall be supplied to the faculty member with reasons for the recommendation for appointment or nonreappointment.

4. Considering the written recommendation of this committee (in case section 2.b. above applies), the performance of the faculty member, and the needs of the department, the chair makes a recommendation to the dean concerning reappointment or nonreappointment of each individual nontenure-track faculty member and provides the faculty member with a copy of the recommendation.

5. Considering the recommendations of the departmental committee (in case section 2.b. above applies) and of the chair, as well as the needs of the college, the dean makes a decision concerning reappointment or nonreappointment of each individual nontenure-track faculty member and notifies each faculty member of this decision. If the decision is not to reappoint the faculty members, the dean provides the faculty member and the provost and vice president for academic affairs with a copy of the decision letter.

   a. If the dean decides not to reappoint a faculty member, the faculty member may request a review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final.

b. Notice of the dean's decision concerning reappointment or nonreappointment of nontenure-track faculty members shall be according to the following schedule:

1. Not later than March 1 of the first academic year of service.

2. Not later than December 15 of the second or subsequent academic year of service.

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[1] See the Schedules for Faculty Personnel Actions in the appendix for specific dates and actions.
[2] For a definition of the academic ranks, types of appointment, and specific procedure variations, see the Policy on Academic Rank and Criteria for Ranks.

June 2, 2022

PROPOSED REVISIONS TO THE POLICY ON TENURE

The proposed changes to the policy on Tenure would extend the third-year pre-tenure review for the same period when a faculty member opts in to a tenure-clock extension due to a national, state or local emergency. This practice is already in place and is referenced in the section of the Tenure policy on the probationary period for tenure-track faculty. A similar footnote would be added to the section of the Tenure policy on pre-tenure review to make it clear that an approved extension of the tenure clock also applies to pre-tenure review.

The proposed revisions will be reviewed by the Governance Committee and presented to the Board for approval at its meeting in September.

NUMBER: 1411

TITLE: Tenure

APPROVED: June 12, 1980; Revised February 24, 1984; Revised November 19, 1987; Revised December 13, 1988; Revised September 27, 1990; Revised April 9, 1998; Revised December 10, 1998; Revised April 12, 2002; Revised April 11, 2003; Revised June 14, 2005; Revised September 9, 2005; Revised September 22, 2006; Revised June 15, 2007; Revised December 7, 2007; Revised September 17, 2009; Revised April 8, 2010; Revised April 4, 2012 (eff. 5/1/12); Revised June 14, 2012; Revised September 26, 2013; Revised April 24, 2014 (eff. 7/1/14); Revised September 18, 2014; Revised April 23, 2015 (eff. 6/1/15); Revised June 9, 2016 (eff. 7/1/16); Revised June 14, 2018 (eff. 7/1/18); Revised June 13, 2019 (eff. 7/1/19); Revised June 18, 2020 (eff. 7/1/20); Revised June 17, 2021 (eff. 7/1/21)

SCHEDULED REVIEW DATE: June 2026

I. Purpose of Tenure

The main purposes of tenure are to protect academic freedom and to enable the University to attract and retain a permanent faculty of distinction in order to accomplish its mission. For these reasons, tenure is usually awarded only after a suitable probationary period, and the decision to award tenure is based both on the merit of the individual faculty member and on the long-term needs and mission of the department, the college, and the University.

II. Eligibility for Tenure

A. Only faculty members who hold the ranks of assistant professor, associate professor, or full professor are eligible to be considered for tenure. Assistant professors will be awarded tenure only if they are simultaneously being promoted to the rank of associate professor.

B. Faculty members may be considered for tenure only once.

C. Under certain circumstances administrative faculty holding rank in a department at the assistant professor (if promotion to the rank of associate professor is being simultaneously considered), associate professor, or full professor level may be considered for tenure, as specified by the Board of Visitors policy concerning administrative faculty.

D. Since tenure is granted as a faculty member in an academic department or program, the award of tenure does not imply continuance in any full-time or part-time administrative position, nor does it imply continuance of any specific work assignment within or outside the department in which tenure is granted.

III. Probationary Period

A. The probationary period begins with the initial full-time, tenure-track appointment at Old Dominion University at the rank of instructor, assistant professor, associate professor, or full professor; only time spent in a tenure-track position at one of these ranks is counted as part of the probationary period.

Subject to agreement by the University and the faculty member, any academic year in which a faculty member was on a full-time tenure-track appointment in one of these ranks for at least one semester, may be counted as one year of the probationary period.

B. The following do not count as part of the probationary period:

1. Time in the rank of assistant instructor, lecturer, master or senior lecturer, faculty of practice, clinical faculty, artist-in-residence, performer-in-residence, writer-in-residence, research professor, research associate professor, research assistant professor, research associate, or any part-time position.

2. Time in appointment as an administrator, that is, in a position designated as a teaching/research administrative position or as a classified position in the state personnel system. (Time spent in a teaching and research faculty position as defined in the state personnel system will count as part of the probationary period, even if administrative responsibilities are assigned as part of that position; normally, departmental administrative positions such as chair or assistant chair will thus count as part of the probationary period.)

3. Time in a position that involves no teaching of credit courses, for example as a teacher of children or a therapist in the Children's Learning and Research Center or as a teacher of exclusively noncredit course work.

4. Time spent on leave of absence.

5. Time spent on faculty exchanges (including nationally competitive fellowships) if the faculty member so chooses.

C. A period of time, not to exceed one year[1], may be excluded from the probationary period, upon the approval of the provost and vice president for academic affairs subject to the following conditions.

1. That the faculty member submits a request in writing to the department chair. The department chair and the dean shall forward the request with a recommendation to the provost and vice president for academic affairs.

2. The request must be the result of the occurrence of a serious event. A "serious event" is defined as a life-altering situation which requires the faculty member to devote a significant fraction of each day to alleviate the impact of the event for a period greater than six weeks and less than one year. These events may include the birth of a child, adoption of a child under the age of six years, serious personal illness or care of an immediate family member, such as a parent, stepparent, child, spouse, or domestic partner.

3. The faculty member shall provide documentation to justify the time requested and the seriousness of the event.

4. The request shall be made no later than one year from the first day of the serious event.

5. The faculty member must have been adequately performing the duties assigned prior to the first day of the serious event.

6. Faculty who are awarded this exclusion shall have no requirements or expectations beyond those of any probationary faculty member.

7. Work accomplished during the excluded period may be cited in the tenure case.

8. Requests for exclusion may be made at any time during each academic year. No request shall be made after the application for tenure has been submitted.

9. Decisions will be made within 60 days of the receipt of the faculty member's request by the department chair.

10. The decision of the provost and vice president for academic affairs is final.

D. The maximum total period for full-time probationary appointments (excluding periods not counted, see section III.B.) is six years, unless an approved extension is granted (see section III.C.). If the tenure decision is negative, a one-year terminal appointment is offered.

E. The length of the probationary period may be reduced in any of the following instances:

1. A faculty member initially appointed to the rank of full professor may be considered for tenure in the second year of service and would be notified of a tenure decision according to the schedule in the Teaching and Research Faculty Handbook; if tenure is awarded, a tenure contract will be offered for a third year of service. In addition, the probationary period for a full professor may be eliminated, and an initial tenure appointment may be recommended to the Board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should

be rarely used. (Please refer to the policy on Initial Appointment of Teaching and Research Faculty for additional information on an initial appointment with tenure.)

2. A faculty member initially appointed to the rank of associate professor may be considered for tenure in the fourth year of service and would be notified of a tenure decision according to the schedule in the Teaching and Research Faculty Handbook. If tenure is approved, a tenure contract will be offered for the fifth year. In addition, the probationary period for an associate professor may be eliminated, and an initial tenure appointment may be recommended to the board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should be rarely used.

3. A faculty member may apply for early consideration for tenure, if the faculty member believes that he or she has met or exceeded the expectations of quantity and quality of achievements for teaching, scholarship, research, and service needed to quality for tenure before the end of the normal probationary time period. The criteria for the award of tenure for such faculty will be the same as those who apply after the normal probationary time period, i.e., the total body of work must be equivalent to that expected after a normal probationary period. A faculty member who applies for early consideration for tenure and is denied tenure will be offered a terminal contract for the ensuring year. It is the sense of the Board of Visitors that only demonstrably exceptional faculty or faculty with equivalent experience at a commensurate rank at another accredited institution of higher education or national institutions will be awarded tenure under this clause. Demonstrably exceptional is defined as meeting or exceeding expectations for quantity and quality of achievements for teaching, scholarship, research, and service needed to qualify for tenure prior to the conclusion of the normal probationary period. Any faculty member considering an application for early consideration for tenure should first elicit feedback on this plan from the department chair, the dean, the provost and vice president for academic affairs, and the chair of the departmental Tenure Committee, in particular, in a case where no pre-tenure review has occurred yet.

4. A faculty member who applies for tenure before the end of the standard probationary period cannot withdraw from the tenure process after the provost and vice president for academic affairs has approved the final list of external reviewers (Section V.C.2.).

IV. Criteria for the Award of Tenure

A. The following criteria are used in the evaluation of every candidate for tenure. Each faculty committee and administrator considering a tenure case must specifically address each of these criteria as they apply to that case in the written recommendations that are submitted up the line to the provost and vice president for academic affairs.

Committee votes must be recorded in the recommendations. In cases in which a vote is not unanimous, reasons for negative votes must be included.

B. Criteria to be used are as follows:

1. Since tenure may be awarded only to faculty members who hold the rank of associate or full professor or who are being simultaneously appointed to one of those ranks, any faculty member awarded tenure must meet the minimum requirements for the rank of associate professor.

2. Merit - Merit of the faculty member in teaching, research and service over the entire probationary period and the contributions made by the faculty member in these areas to the University. Scholarly and teaching activity up to six years before the tenure decision should be considered, which can include activity at another accredited institution of higher education or national research institutions. (For definition of teaching, research, and service and a discussion of methods of evaluation, see policies and procedures concerning evaluation of faculty members, evaluation of teaching, evaluation of scholarly activity and research, and evaluation of service.) In addition to information supplied by faculty information sheets, the chair's evaluation and other material presented by the department, an opportunity shall be made available for the faculty member to provide in writing any other material in support of the tenure candidacy. It is the responsibility of the department chair and the departmental promotion and tenure committee to provide an assessment of the quality of the publications for the faculty being considered for tenure. It is the responsibility of the faculty member to ensure that all information submitted by him or her in support of tenure is factually accurate and valid, and to provide corroborating evidence (e.g., web links, complete citations, grant numbers, etc.) for all claimed accomplishments. The evidence should address the quality of the journals and the reputation of book and other such publishers. Fraudulent or non-valid claims can lead to faculty sanctions, including denial of tenure. The department chair should work with tenure candidates to ensure the completeness and accuracy of their portfolios. The department chair and the department promotion and tenure committee as a part of the regular review process should verify the accuracy of portfolio elements that are central to the tenure case. Should concerns be raised about the validity of a candidates' claims by external or internal reviewers, it is the chair's responsibility to verify those claims. The tenure process will be paused while the chair verifies those claims. In case of material developments, additional documentation may be added to the portfolio before the conclusion of the evaluation process with the concurrence of the department chair and dean.

   External evaluation of the quality of the faculty member's research performance will be required from nationally recognized experts in the faculty member's field. Candidates for tenure are responsible for the preparation of the research portfolio and curriculum vitae to be sent to external reviewers. Candidates for tenure should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.

a. A curriculum vita will be required of each external reviewer. Each reviewer will be asked to describe any personal or professional relationship with the candidate. It is the responsibility of the chair to include a curriculum vitae of each reviewer. For tenure of department chairs, the responsibility belongs to the dean.

b. External reviewers will be asked to evaluate all submitted material mailed to them based on the department's approved criteria for the evaluation of scholarly activity and research. In the case of the arts, reviewers may be asked to consider works of art or performances. External reviewers will be asked to evaluate: a) the quality of the scholarship or creative work under review; and b) the scholarly reputation (regional, national, international) of the candidate.

c. All candidates for tenure and promotion will be required to have their scholarship evaluated by no fewer than four external reviewers. If fewer than four reviews are received, the chair will choose additional reviewers alternately from the lists of the department promotion and tenure committee and of the candidates.

3. The determined long-term needs of the department, college, and University, including at least the following:

   a. The long-term enrollment of the department.

   b. The need for an additional specialist in the faculty member's area of specialization as a permanent member of the department in terms of the mission of the department, the college, and the university.

   c. The tenure structure of the department. (Although no maximum percentage of faculty members on tenure is established, all committees and administrators considering tenure must take into account the need for flexibility in course offerings and the desirability of a tenure structure that will allow openings for new tenured faculty members in the ensuing decades so that new areas of specialization and new needs can be met. The position of other nontenured faculty members in the department, anticipated retirements, or other known departures, and projected new programs or changes in directions must be considered.)

4. No person can be awarded tenure unless convincing evidence is provided of effective teaching.

5. No faculty member can be awarded tenure unless convincing evidence is provided of successful performance in scholarly activity and research, as judged by the department's approved criteria for the evaluation of scholarly activity and research. It is the faculty member's responsibility to include these criteria in the research portfolio submitted to external reviewers and in the data file submitted internally. If these criteria changed during the faculty member's probationary period, he or she can choose which version to submit. All evaluations of the faculty member's

research and scholarly activity, at every stage of the tenure process, should be guided by these criteria.

V. Procedures for Tenure Consideration[2]

A. The provost and vice president for academic affairs, fifteen months prior to the date for giving notification of the tenure decision, shall formally advise the professor that the limit of the probationary period is approaching, and explain what procedures should be followed by those wishing to be considered for tenure.

B. The initial steps of the review process are normally conducted by the chair of the department or unit with which the candidate for tenure is affiliated, assuming the chair has tenure. If the chair is not tenured, he or she may not be involved in any aspect of the tenure decision. In that case, the dean of the college housing the department should appoint a tenured member of the department in question to act in the chair's stead. This faculty member shall not take part in any deliberations or votes of the departmental, college or University tenure committee. If the candidate for tenure is the chair of a department, the dean shall conduct the initial steps of the review process but will not write a separate recommendation at the departmental level.

C. External review process

1. The responsibility for initiating the external review, securing the reviewers, and forwarding complete review files to the dean, provost and vice president for academic affairs, and the University Promotion and Tenure Committee belongs to the department chair or his/her replacement if the chair is not tenured (see section V.B.).

2. External reviewers with academic positions will hold the same rank or higher than the promotion rank for which the faculty member is being considered; exceptions should be justified by the dean. The department tenure and promotion committee and the candidate will prepare separate lists of potential reviewers. The candidate will review both lists and will document personal and professional relationships with all potential reviewers, including potential conflicts of interest. This documentation will become part of the tenure file. The chair (or replacement, see section V.B.) will select three reviewers from the candidate's list and three reviewers from the department tenure and promotion committee's list; the chair (or replacement, see section V.B.) will provide this list of reviewers to the dean. The dean will submit an agreed upon list to the provost and vice president for academic affairs for final approval prior to initiating the review process. The final list of external reviewers, together with the documentation of personal and professional relationships by the candidate (as outlined above), should be included as part of the application package for all internal reviewers. External reviewers should not be close collaborators or (former) mentors of the candidate. In general, co-authors on publications should be excluded as external reviewers, except as permissible under the departmental statement on evaluation of research (see the Policy on the Evaluation of Scholarly Activity and Research). The selection of potential external

reviewers must be completed before the end of the semester prior to the submission of credentials for tenure.

3. External reviews will be confidential; reviewers will be so advised. Requests for exception to the confidentiality of external reviews should be made directly to the provost and vice president for academic affairs before the reviewers are asked to submit evaluations. If an exception is approved, candidates for tenure will be allowed access to the substance of external reviews, but the authorship of specific external reviews and other identifying information contained therein will remain confidential. All external reviewers will receive a standard letter sent by the chair (or replacement, see section V.B.) but prepared by the provost and vice president for academic affairs in consultation with the deans and a copy of the policy on external reviews so their responsibilities will be clear.

4. The University and college administration will assist departments where reasonable expenses are necessary to obtain appropriate external reviews.

D. Initial consideration of tenure cases is conducted by the tenured faculty of the department.

1. The tenured faculty of a department may determine that a tenure committee of a specified size will be selected from their membership to conduct the tenure deliberations and make recommendations to the chair (or replacement, see section V.B.). In this case, the entire full-time department faculty will elect the committee. It is the responsibility of this committee to determine the opinions of tenured members of the department not serving on the committee.

2. In departments where fewer than three members are tenured, the dean, in consultation with the chair (or replacement, see section V.B.), will appoint enough additional tenured faculty members to form a committee of at least three members.

3. Candidates for tenure should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.

4. The tenured faculty of the department, or the members of the tenure committee, elect a chair of the committee among their members. It is the responsibility of that chair to direct the committee members to consider and apply the relevant sections in the Teaching and Research Faculty Handbook and the departmental statement on research evaluation in their comments and votes.

5. No dean, associate dean, assistant dean, or other full-time administrator or department chair (or replacement, see section V.B.) shall attend or participate in the deliberation of the departmental, college, University Promotion and Tenure Committee, or the tenured faculty of the department serving as a group to consider tenure, except in those cases when such committees or groups may, at their discretion, request administrators or chairs to answer specific questions concerning

tenure cases. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.

6. The college committee shall consist of one tenured faculty member from each department in the college. All members of college promotion and tenure committees shall be elected directly by the faculties they represent for a one-year term renewable twice for a total of three years. This member shall be chosen by majority vote of all full-time, tenure-track teaching and research faculty members of the department, present and voting, by secret ballot before April 15 of each year for the ensuing year. Every reasonable effort should be made to ensure that there are at least three full professors on the college committee. No person shall serve on a college promotion and tenure committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. The representative from a tenure candidate's department will participate in deliberations in the candidate's case but will not cast a vote.

7. The University Promotion and Tenure Committee shall consist of one tenured full professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair.[3] No person shall serve on the University Promotion and Tenure Committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. The representative from a tenure candidate's college will participate in deliberations in the candidate's case but will not cast a vote.

8. Any committee member who participates in the tenure process votes at most only once or any particular case.

9. In order to ensure transparency, fairness, and equity in the internal review process, a faculty member or administrator who participates in the tenure process must disclose any potential conflict of interest that might undermine the credibility of the process. The chair of the department (or replacement, see section V.B.) will work in consultation with the dean of the college to decide whether the person should be excluded from serving on the review committee.

10. The faculty member under consideration is informed whenever a committee is considering tenure and is given an opportunity to submit a statement (in electronic form) to the Provost's Office in support of their tenure case, or to correct any factual misinformation in previous recommendations. The Provost's Office will add such statements to the candidate's file.

11. In case of material new accomplishments before the conclusion of the evaluation process, additional documentation may be added to the portfolio with the concurrence of the dean. Such additional material must be clearly marked as such and dated at the time of addition to the tenure file by the Provost's Office. If such additional documentation is considered, this must be clearly documented in the

recommendation letters by the committee or individual (e.g. dean) who first see this new material.

E. The committee or group of tenured faculty makes its recommendations to the chair (or replacement, see section V.B.) together with reasons for the recommendation (including a minority statement in the case of a non-unanimous vote). All committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. The chair of the committee shall record the names of all members participating in the discussion and voting in the recommendation letter, as well as the total number of votes in favor and against. Only those faculty present as the candidate is being interviewed during the deliberations can participate in drafting or approving the letter. In instances of a non-unanimous vote, the minority opinion must be included in the committee recommendation and the minority must be given the option to write a minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee. Considering this recommendation, the department chair (or replacement, unless the dean is acting in the chair's stead, see section V.B.) makes an additional evaluation and recommendation concerning tenure. A copy of that review and recommendation letter will be sent to the faculty member and the dean by the chair of the department.

F. If either the tenured faculty (or their committee), or the chair (or replacement, see section V.B.), or both recommend tenure, the credentials of the faculty member together with the recommendations of the tenured faculty (or their committee) and the chair (or replacement, see section V.B.) are forwarded to the tenure committee of the college, which examines the facts and the recommendations and makes a recommendation to the dean. All eligible committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's tenure application are defined in section V.D.4. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.

G. If neither the departmental committee nor the chair (or replacement, see section V.B.) recommends tenure for the faculty member, tenure is not granted in the ensuing year. The faculty member is given a terminal contract for the ensuing year unless a further review is requested.

   If the faculty member requests further review, all materials, including departmental and chair evaluations and recommendations are forwarded to the college tenure committee, which makes a separate recommendation to the dean. All committee members should vote yes or no through a secret ballot. In instances of a non-unanimous vote, the minority opinion must be included in the committee recommendation and the minority

must be given the option to write the minority opinion. The dean then makes a decision concerning tenure and informs the faculty member.

If either the decision of the college committee or that of the dean is positive, the faculty member's case is considered in accordance with the procedures in the following paragraphs. If both decisions are negative, the faculty member may request, within two weeks, a further review by the provost and vice president for academic affairs, who makes a final determination concerning further consideration of tenure.

H. The dean of the college examines the facts and all previous recommendations and makes a recommendation concerning tenure, which is forwarded to the provost and vice president for academic affairs, with a copy to the faculty member.

I. The University Promotion and Tenure Committee, consisting of one tenured full professor from each of the major degree-granting academic colleges, examines the facts and all previous recommendations and documentation and makes a recommendation (with reasons) concerning tenure, which is forwarded to the provost and vice president for academic affairs. All eligible committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's tenure application are defined in section V.D.5. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. The Office of the Provost will provide a copy of the recommendation letter to the dean of the college, the department chair and the faculty member.

J. The provost and vice president for academic affairs, after examining all submitted documents and consulting with appropriate staff members, makes a determination concerning tenure for the faculty member. If the recommendations from all committees and administrators previously acting on the case have not all been the same, or if the provost and vice president for academic affairs disagrees with the recommendations that have been the same, then the provost and vice president for academic affairs shall consult with the University Promotion and Tenure Committee and with the chair (if tenured) and dean concerned.

K. If the determination of the provost and vice president for academic affairs is in favor of tenure, the provost and vice president for academic affairs forwards the faculty member's name to the president for presentation to the Board of Visitors as a candidate for tenure. The Board of Visitors will act on the case according to the schedule in the Teaching and Research Faculty Handbook of the year in which it is being taken up. Upon approval of the Board of Visitors, the faculty member is offered a tenure contract for the coming year.

L. If the determination of the provost and vice president for academic affairs is against tenure, the faculty member is notified according to the schedule in the Teaching and

Research Faculty Handbook that a terminal contract will be offered for the ensuing year.

M. The faculty member may request, within two weeks, that the president review a negative decision of the provost and vice president for academic affairs. The president should make a decision on the review within one month. If the president upholds the decision of the provost and vice president for academic affairs, the faculty member may request a further review by the Board of Visitors or its designated committee within two weeks. (Refer to the policy on Communications with the Board of Visitors for procedural information.) The decision of the Board of Visitors or its designated committee is final.

N. Copies of the recommendation by all committees, chairs, deans, and the provost shall be provided to the faculty member being considered for tenure**.** The faculty member will be provided opportunity to correct any factual misinformation in such recommendations by placing a letter in his or her tenure file at any stage, or up until March 1 to the Provost (November 22 for faculty hired mid-year).

O. The above procedures at the departmental and college level may be suitably adapted for faculty members who hold interdisciplinary or interdepartmental appointments. The adapted procedures should be recommended by the promotion and tenure committee of the college or colleges involved and approved by the dean or deans and the provost and vice president for academic affairs. Procedures above the college level will be the same as designated above in all cases.

VI. Pre-Tenure Review

A. The concept of a major review of faculty performance is intended to serve the purpose of giving the faculty member a clear indication of progress toward tenure and to offer constructive suggestions for self-improvement.

B. Non-tenured faculty members, without prior teaching experience, who are in their third year of probationary service at Old Dominion University will receive a major faculty review. This review will be conducted by the dean and will begin in the spring of the third year of faculty service (fall of the third calendar year of service for faculty hired mid-year).[4] The review will include a meeting with the faculty member and chair. The review process, conducted by the department promotion and tenure committee, department chair, college promotion and tenure committee, and dean, will include an in-depth evaluation of teaching effectiveness, scholarly works, grant and contract efforts, and other professional activities. An evaluation report emphasizing the long-range impact of the faculty member on the University should be submitted to the provost and vice president for academic affairs by May 1 (December 1 for faculty hired mid-year) following the completion of the review at the college level with a copy provided to the faculty member at all evaluation levels. It is important that the review extend beyond certifying adequate teaching performance and focus on creative ability, productivity, and potential to excel.

C. If a faculty member applies for tenure in or before their third year of probationary service at Old Dominion University, the pre-tenure review will not be conducted.

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[1] In case of a national, state or local emergency that prevents or seriously hinders the normal activities of faculty members for a period of several months, the University may provide the option for all tenure-track faculty members to extend their tenure clock by a specified period of time equivalent to that lost to the emergency, irrespective of any other exclusion granted to a faculty member.

[2]See the Schedules for Faculty Personnel Actions in the appendix for specific dates and actions.

[3]The members of the faculty who are elected to serve on the University Promotion and Tenure Committee shall serve for the subsequent academic year. The promotion and tenure committees elected by each individual degree-granting college serve for an entire academic year, not for the spring semester of one year and the fall semester of the following year.

[4] In case of a national, state or local emergency that prevents or seriously hinders the normal activities of faculty members for a period of several months, the University may provide the option for all tenure-track faculty members to extend their tenure clock by a specified period of time equivalent to that lost to the emergency, irrespective of any other exclusion granted to a faculty member. In the event a faculty member opts in to such a tenure-clock extension, then that faculty member's pre-tenure (i.e., third-year) review will be extended for that same period.

June 2, 2022

PROPOSED CHARTER FOR THE ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE

As requested by the Governance Committee, the proposed charter for the Academic and Research Advancement Committee is presented. The proposed charter will be reviewed by the Governance Committee and presented to the Board for approval at its meeting in September.

Board of Visitors for Old Dominion University
Academic and Research Advancement
Committee Charter

Introduction
The Academic and Research Advancement Committee is an established standing committee of the Board of Visitors of Old Dominion University. This charter broadly defines the Committee's roles with respect to ensuring the quality of the education and research offered by the University, and reviewing and approving academic policies and standards, programs, and faculty personnel appointments and actions.

Membership
The chair and members of the Academic and Research Advancement Committee shall be appointed by the Rector of the Board of Visitors after consultation with the parties involved. A quorum shall consist of three voting Visitors who are committee members. The Rector and Vice Rector are deemed committee members for all purposes, including a quorum. A faculty member recommended by the Faculty Senate Executive Committee shall serve as an ex-officio member.

General Purpose and Scope
The Academic and Research Advancement Committee shall be a standing committee of the Board of Visitors. It is charged with oversight of the quality of the education and research offered by the University, including but not limited to, academic policies, program approvals, and faculty personnel actions.

Committee Responsibilities
Actions that fall under the purview of the committee include but are not limited to:

a. Review and recommend to the full Board on the academic mission, purpose, strategic plans, important academic and research initiatives, and regular and special programs of the University.
b. Review and recommend to the full Board on awards, named chairs and professorships, and honorary degrees.
c. Review and recommend to the full Board on faculty personnel appointments, policies, sanctions, and procedures.
d. Review and recommend to the full Board on administrative faculty personnel appointments.
e. Review and recommend to the full Board on emeritus/emerita status for retiring faculty and administrators.
f. Review and recommend to the full Board faculty to be awarded tenure.
g. Review and recommend to the full Board on faculty members to serve as non-voting representatives to each of the following standing committees of the Board: Academic and Research Advancement Committee, Administration and Finance Committee,

Athletics Committee, Audit & Compliance Committee, Student Enhancement & Engagement Committee, and University Advancement Committee.

h. Review and recommend to the full Board on the initiation of new degree programs and termination of programs.
i. Review and recommend to the full Board on approval of new policies or revisions to existing policies governing academic and research matters.
j. Review and recommend to the full Board on the dual employment of immediate family members at the University.
k. Review and recommend to the full Board on the establishment of academic departments, schools, and colleges and name changes for these units.
l. Respond, on behalf of the Board, to requests from faculty for review of negative tenure decisions and appeals of major sanctions. In the case the committee recommends in favor of tenure, this must be approved by the full Board. A negative decision in granting tenure or an appeal thereof is final.

Meetings
The Academic and Research Advancement Committee shall meet as often as deemed necessary by the Committee Chair, normally four times per year. An annual calendar will be established.

Annual Review of Activities
Each year, the committee will receive the Annual Report on Committee Actions.

Staff to Academic and Research Advancement Committee
Chief Academic Officer [Provost]
Vice President for Research

APPROVAL TO CREATE THE
SCHOOL OF SUPPLY CHAIN, LOGISTICS, AND MARITIME OPERATIONS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves creating the School of Supply Chain, Logistics, and Maritime Operations effective October 15, 2022.

Rationale: ODU has a long history in education and research focused on supply chain management, logistics, and maritime operations. These educational efforts and scholarly pursuits have traditionally been carried out across academic units and research centers at the university. A maritime workgroup including faculty, staff, and administrators recently reviewed the history and structure of maritime and supply chain course offerings and research activities at the institution and identified a number of initiatives across the university that, while successful in their own right, potentially failed to reach their fullest potential because they operated separately from one another. To better facilitate the coordination of these activities and improve the institution's ability to serve the region and become a global leader in maritime and supply chain management, the workgroup recommended the creation of a Maritime Consortium. After reviewing the workgroup's recommendations, President Brian O. Hemphill, PhD, approved the development of the Maritime Consortium. The Hampton Roads Maritime Industrial Base Ecosystem (MIBE) enthusiastically embraced President Hemphill's leadership in setting the framework for Old Dominion University to become a regional and international leader in maritime, logistics, and supply chain management programming designed to promote economic development, encourage innovative research, and bolster the workforce of the future.

Two goals of the Maritime Consortium are the following:

- Promote, coordinate, and expand the wide range of ODU's maritime-related resources for curriculum/degrees and training, research, workforce, and innovation;
- Support naval and defense, shipbuilding/ repair, commercial shipping, port and maritime supply chains, offshore wind, and related sectors with leading-edge data analytics, digital transformation, operational and innovation resources, training, and research.

Old Dominion University will create the School of Supply Chain, Logistics, and Maritime Operations to provide the organizational structure needed to achieve these goals. The School is a natural outgrowth of prior efforts and will build on the legacy of multiple maritime-focused initiatives including the university's International Maritime, Ports, and Logistics Institute, an institute created in the Strome College of Business three decades ago. Other maritime and supply chain-focused institutes and initiatives have been created in other areas on campus such

as the College of Sciences, College of Arts and Letters, Batten College of Engineering and Technology, and Office of Research. The success of these initiatives in generating awareness about maritime and supply chain topics within those specific areas is laudable. The absence of a central academic home to coordinate academic programming on maritime and supply chain topics justifies the creation of the School of Supply Chain, Logistics, and Maritime Operations.

The need for the school is further justified by the interdisciplinary nature of the topic, workforce needs in the region, and the university's commitment to enhancing its research efforts. The School of Supply Chain, Logistics, and Maritime Operations will be grounded in interdisciplinary ideals and bring together faculty from each of the academic colleges to build academic programs that are not limited by disciplinary boundaries, frameworks, or perspectives. The success of comparable efforts, such as Old Dominion University's School of Cybersecurity, suggests that the proposed school will greatly benefit from an interdisciplinary foundation. Those disciplines that will be involved in the School include but are not limited to business analytics, coastal engineering, oceanography, engineering management, systems engineering, information technology, political science, geography, history, management, sociology, data science, cybersecurity, and marketing.

The interdisciplinary foundation is particularly helpful in addressing the workforce needs of the community. Focus groups with business leaders in preparation for the university's strategic plans were commissioned by President Hemphill. Several themes surfaced in those focus groups. One theme was the need for Old Dominion University to take the lead in preparing the region's maritime and supply chain workforce of the future. An interdisciplinary School provides a model for meeting this need.

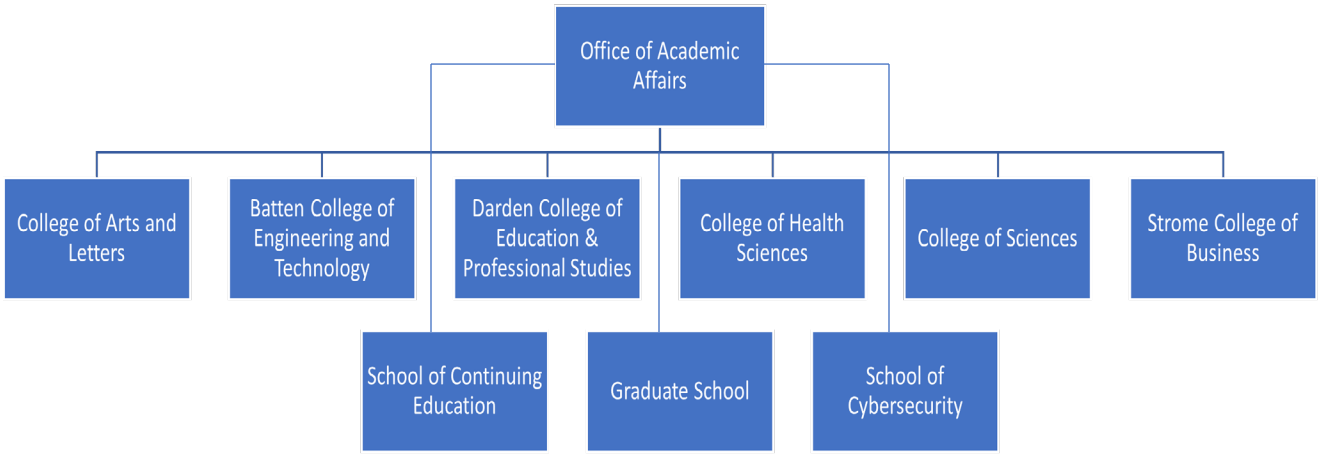
The School of Supply Chain, Logistics, and Maritime Operations also builds on Old Dominion University's commitment to expanding its research enterprise in areas that have a direct and meaningful impact on the regional community. Given the needs of the Hampton Roads community, coordinated cross-disciplinary research focused on maritime, logistics, and supply chain topics will pay dividends in our region while helping to build the institution and the region as an international leader in the field. Indeed, the institution was recently ranked number one in the United States for its maritime research. The proposed School will more clearly connect the maritime and supply chain domains through its interdisciplinary foundation that is guided by industry input.

The design of the School of Supply Chain, Logistics, and Maritime Operations will be comparable to the School of Cybersecurity (opened in October 2020) and the recently approved School of Data Science. Those schools support a small group of core faculty who coordinate instruction and research across the university, while drawing on a much larger group of teaching and research faculty from multiple departments, colleges, and research centers to execute those

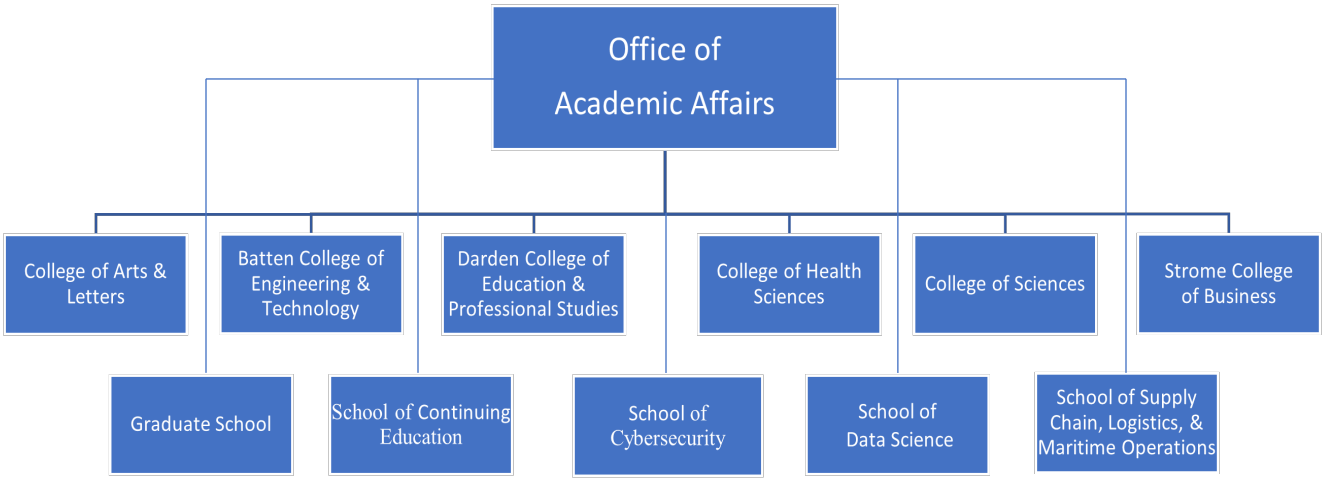
activities. This matrix structure for the School of Cybersecurity has resulted in rapid growth both in cybersecurity enrollments and external research funding, and positioned ODU to be a successful participant in the Commonwealth Cyber Initiative (CCI). Comparable outcomes are anticipated for the School of Supply Chain, Logistics, and Maritime Operations.

The School of Supply Chain, Logistics, and Maritime Operations will administer select maritime and supply chain degrees and certificate programs. These programs include the current Master of Science degree in Maritime Trade and Supply Chain Management. Two Bachelor's of Science degrees will be developed in the School. One will be a Bachelor of Science in Supply Chain Management and the other will be a Bachelor of Science in Maritime Operations. In addition, the School will develop meaningful relationships with regional industry and military partners to foster joint research and workforce development initiatives that promote economic development in Hampton Roads and across Virginia. The current and proposed organizational charts are included in the appendices.

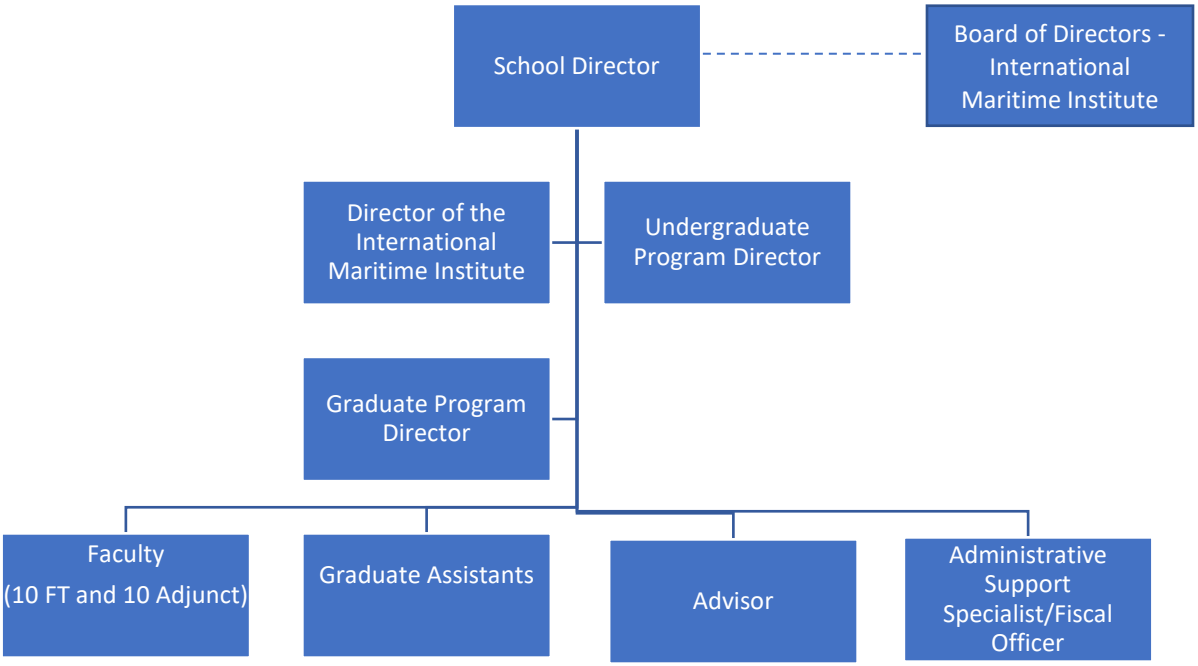
Appendix A. Current Organizational Chart – Academic Affairs.



Appendix B. New Organizational Chart – Academic Affairs.



Appendix C. Proposed Organizational Structure for ODU School of Supply Chain, Logistics, and Maritime Operations



Proposal to be Submitted to SCHEV

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Institution
Old Dominion University

Nature of Proposed Change
Old Dominion University is requesting approval to create a School of Supply Chain, Logistics, and Maritime Operations.

Appendix A presents the existing organizational structure of Academic Affairs.
Appendix B presents the organizational structure of Academic Affairs after the addition of the School of School of Supply Chain, Logistics, and Maritime Operations.

Background
The institution has been offering maritime, supply chain, and logistics courses for several decades. Three decades ago, the International Maritime, Ports, and Logistics Institute was created to leverage Old Dominion University's proximity to the Port of Virginia. Since then, coursework and scholarly research has grown across the institution. Responding to demand from industry, in 2016, the university created the world's first Master of Science Degree in Maritime Trade and Supply Chain Management. The institution's efforts in this area have not gone unnoticed. In fact, ODU was recently ranked the number one institution in the United States for maritime research.

While several accolades demonstrate sustained excellence in maritime research, a deeper review by faculty and staff into the institution's maritime and supply chain framework as well as feedback from regional partners identified the opportunity to strengthen ODU's maritime and supply chain programming through specific intentional activities. The deeper review into maritime activities at the institution was performed by an interdisciplinary workgroup between March 2020 and October 2021. The workgroup identified a wide range of academic activity – including courses and academic programs – as well as research projects across several academic colleges and research centers. Identifying the need to better integrate these activities, the workgroup recommended the creation of a Maritime Consortium that brought together the various groups studying and teaching about maritime and supply chain topics.

While the workgroup was engaging in its review processes, Old Dominion University President Brian O. Hemphill, Ph.D., engaged in multiple conversations with regional leaders and commissioned a series of focus groups with business stakeholders. One theme surfacing from the conversations and focus groups was the region's need for Old Dominion University to take the lead in better preparing the supply chain and maritime workforce by better coordinating academic programming and expanding scholarly efforts in the area.

On November 4th, 2021, President Hemphill formally approved the creation of the Maritime Consortium. Areas of focus assigned to the consortium included port operations and supply chain; climate change, adaptation, and resilience; digitalization of the maritime ecosystem; renewable energy; national defense, maritime, and port security; international trade and development; and tourism and cultural heritage. Five goals were set for the consortium. These included:

- Promote, coordinate, and expand the wide range of ODU's maritime-related resources for curriculum/degrees and training, research, workforce, and innovation;
- Support naval and defense, shipbuilding/ repair, commercial shipping, port and maritime supply chains, offshore wind, digital transformation and related sectors with leading-edge data analytics, operational and innovation resources, training, and research;
- Build upon the decades of training and educating the next-generation, college-degreed maritime workforce, while coordinating with the regional workforce pipeline (K-12 and community colleges);
- Leverage ODU's established research and commercialization centers; and
- Serve as the "anchor" institution in Hampton Roads and the Commonwealth for economic development in the maritime sector.

Joined by the Dubby Wynne, director of Hampton Roads Maritime Collaborative for Growth & Innovation (HRMC), in announcing the Maritime Consortium, President Hemphill drew attention to the need to create structures and opportunities for cross-disciplinary activities designed to better prepare students for careers in supply chain, logistics, and maritime operations while building an infrastructure to support coordinated academic and scholarly pursuits related to the topic. Soon after approving the Maritime Consortium, President Hemphill created two faculty committees and charged them with initiating efforts to coordinate academic and research pursuits focused on maritime topics. An education committee explored specific strategies to integrate maritime coursework across the curriculum so that cross-disciplinary activities could become more intentional rather than siloed. In a similar way, a research committee explored how to bring together faculty more strategically from different disciplines interested in studying maritime, supply chain, and logistics.

During the committee discussions, it was recognized that the absence of a central structure to coordinate academic and research activities was a barrier to achieving the goals of the Maritime Consortium. As a result, the Dean of the Strome College of Business and the provost and vice president for academic affairs recommended moving the College's maritime and supply chain program and corresponding faculty lines to an independent and interdisciplinary School housed in the Office of Academic Affairs. Senior administration concurred with the recommendation. Because those faculty were directly responsible for the accolades the university had received for its maritime research, it was agreed that having them part of a central unit that leads maritime and supply chain efforts would enhance the institution's interdisciplinary efforts to grow research in this area while addressing the ongoing requests from industry for more coordinated maritime and supply chain curricular programming. The recommendation for a School of Supply Chain, Logistics, and Maritime Operations was submitted to the Board of Visitors for their approval on June 2nd.

Purpose of Proposed Change

The purpose of the proposed change is to enhance the coordination, development, and delivery of supply chain, logistics, and maritime operations curricular programming and related scholarly pursuits at Old Dominion University. More specifically, the purpose of the new school is to have a central unit where supply chain, logistics, and maritime academic programs and research efforts can be offered and coordinated through one central administrative location that has the responsibility of enhancing the coordination, development, and delivery of supply chain, logistics,

and maritime programming at Old Dominion University. Academic opportunities afforded by the school will be interdisciplinary, flexible, and responsive to regional, national, and international needs in advanced workforce development. Research avenues will be determined through partnerships between the academic colleges, university research centers, regional industry, and military partners. By coordinating our academic and research initiatives through a formalized school, Old Dominion University will be in a stronger position to expand the supply chain and maritime workforce while simultaneously strengthening partnerships with regional industries and military partners. Such relationships ultimately benefit the local, statewide, national and even international communities by ensuring that (1) workers are appropriately prepared for their careers and (2) research is addressing topics that bring value to the supply chain and maritime fields.

Mission

The proposed organizational change will not alter the university's mission. The mission of the institution states: "Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a dynamic public research institution that serves its students and enriches the Commonwealth of Virginia, the nation and the world through rigorous academic programs, strategic partnerships, and active civic engagement."

The proposed change supports this mission by (1) providing a modern administrative structure that supports offering "rigorous academic programs" training individuals in supply chain and maritime operations, (2) strengthening ODU's "civic engagement" in its commitment to contributing to the economy and workforce of the Hampton Roads region and the Commonwealth of Virginia, (3) advancing ODU's standing as a "dynamic research university," (4) embracing the institution's location in the "Hampton Roads region of coastal Virginia," and (5) enhancing the "strategic partnerships" in maritime that ODU has developed throughout the region, particularly those relationships with regional industries and the military.

Rationale for Proposed Change

Old Dominion University has demonstrated a commitment to addressing societal issues through an interdisciplinary framework. The success of such an approach can be seen through the institution's efforts to study and teach in areas such as cybersecurity, data science, biomedical sciences, and coastal resilience. The School of Supply Chain, Logistics, and Maritime Operations is justified on four grounds: the interdisciplinary nature of the topic area, student support, improved community relations, and university advancement.

<u>Interdisciplinary Nature of Supply Chain, Logistics, and Maritime Operations</u>

Supply chain management and maritime operations are inherently interdisciplinary topics. Historically, though, the subject matter has been addressed through siloed disciplinary lenses. Coursework related to supply chain, logistics, and maritime is offered in numerous disciplines including business analytics, economics, marketing, political science, data science, cybersecurity, statistics, psychology, health sciences, oceanography, geography, and other areas. When the subject matter is considered within disciplinary structures, students are given a limited perspective. The absence of a structure to coordinate interdisciplinary activity fosters disciplinary pursuits that result in academic programs competing with one another rather than working together in a way that best addresses the topic of interest – which in this case is supply

chain and maritime operations. Any doubt in the interdisciplinary nature of the supply chain field can be cast aside when considering the enormous impact that recent supply chain issues have had on individuals, businesses, non-profits, institutions, and so on. One discipline won't be able to fix the current supply chain crisis. As we move forward, an interdisciplinary School of Supply Chain, Logistics, and Maritime Operations will provide the structure needed to promote interdisciplinary understanding about the topic.

Student Support

An interdisciplinary School of Supply Chain, Logistics, and Maritime Operations is also justified in that the organizational structure will better serve and support students interested in academic programs and courses related to the topic. Four areas, in particular, that will benefit students include having (1) an "academic home," (2) access to interdisciplinary advising, (3) a broader repertoire of experiential learning opportunities, and (4) more holistic career services. In terms of an academic home, scholars have noted that students in interdisciplinary programs struggle when they lack a department or academic unit that they can identify as their "home unit." The presence of that home unit gives students a sense of identity, which enhances their connection to the institution and increases their likelihood of graduating.

An interdisciplinary academic unit also provides students access to interdisciplinary advising. Absent a coordinated structure, students across the institution are less likely to identify or seek out courses across disciplines, even though students would benefit greatly from taking courses related to their subject matter but outside of their specific discipline. An interdisciplinary academic unit can ensure that staff are able to help students seek out courses from across the university. As noted above, coursework on supply chain, logistics, and maritime exist across multiple disciplines. Students cannot be expected to seek out courses from the various disciplines in an isolated environment.

A third benefit to students is that the interdisciplinary School of Supply Chain, Logistics, and Maritime Operations can provide broader access to experiential learning activities. Academic programs housed in traditional disciplinary-based departments tend to steer students towards specific experiential learning activities tailored to the department. Political science students, for example, might end up working in policy-related internships; health science students likely end up doing practicums with health agencies; business students likely intern with select businesses; and human services students likely seek out non-profits for experiential learning activities. The strength of an interdisciplinary school is that it opens up experiential learning opportunities in each of these areas. After all, supply chain, logistics, and maritime operations students could certainly find internships with policy thinktanks, businesses, health agencies, or non-profits. Coordinating academic programming in supply chain, logistics, and maritime operations centrally opens the door to each of these options for students.

In a similar way, a centralized School of Supply Chain, Logistics, and Maritime Operations can improve access to careers for students earning degrees or taking courses related to the topic. The current structure precludes career development services from helping students with careers that require an interdisciplinary understanding of the subject matter within the specific occupational domain. An interdisciplinary framework and School will foster career development support that better prepares students for these interdisciplinary careers.

Improved Community Relations

The School of Supply Chain, Logistics, and Maritime Operations will also improve community relations by being responsive to business requests and improving communication with businesses. Regarding responsiveness to business requests, as noted above, external focus groups commissioned by President Hemphill identified maritime as both a strength and an opportunity for the university. Respondents hailed the institution for its past maritime efforts but indicated the need for the institution to become more of a regional leader on the topic. Said one business leader, "We are on the water…that should be our bread and butter." In addition to these focus groups, conversations between business leaders and university administrators echo the theme that the business community is looking to the university to enhance its supply chain and maritime efforts. Whether speaking with officials from Newport News Shipbuilding, the Port of Virginia, the military, or any of the hundreds of smaller maritime businesses in the region, the consistent theme across these conversations is the need for ODU to take a central role in the regional effort to become identified internationally as a maritime and supply chain hub. Creating a School of Supply Chain, Logistics, and Maritime Operations responds to the requests of regional partners who are looking to Old Dominion University for regional leadership.

The School will also improve communications with the supply chain, logistics, and maritime community. On the one hand, the creation of the School signifies to the community that the academic enterprise of the institution is changing because it has heard the request from the business community. This will show business leaders that the institution "hears them" and is positioned to partner in ongoing regional efforts. On a more practical level, the creation of the School will improve communication with businesses by streamlining communications between the university and the business community. As a simple example, supply chain and maritime business leaders have expressed that they frequently receive multiple requests from different university faculty for research and student support. These multiple requests, they explain, can be daunting to the business leaders. Assigning one academic unit as the unit responsible for coordinating supply chain, maritime, and logistics efforts will ensure that communications with external partners are streamlined through that one unit. In turn, business leaders will be better able to accommodate requests. In the end, this will benefit all parties – including instructional faculty, researchers, businesses, and students alike.

University Advancement

The School of Supply Chain, Logistics, and Maritime Operations is also justified in that it will enhance the institution's reputation both nationally and internationally. It was noted earlier that Old Dominion University was ranked number one in the United States for maritime research. While embracing such a ranking, the institution seeks to become an international leader in *supply chain and maritime academic programming, economic development, innovation, AND research*. The national ranking for research instills pride. But as the institution grows into an international leader, an organizational structure bringing together all the faculty focused on supply chain and maritime research and innovation is needed. The School of Supply Chain, Logistics, and Maritime Operations will serve as the organizational structure that makes the institution (and the region) an international leader in this area.

Academic Programs
The proposed School of Supply Chain, Logistics, and Maritime Operations will administer one program upon initiation:

- MS degree in Maritime Trade and Supply Chain Management

The Master of Science in Maritime Trade and Supply Chain Management, currently offered in the Strome College of Business, will be moved to the School of Supply Chain, Logistics, and Maritime Operations.

Space
At present, the university has adequate space for the School of Supply Chain, Logistics, and Maritime Operations. The School will be located in the institution's Strome Entrepreneurial Center. The assigned space includes office space for the director, program directors, faculty, advisor, and administrative assistant. All offices will be equipped with furniture, a telephone, and a computer. The costs for equipment will be $10,000 and will be covered by the Office of Academic Affairs. Office space for the Graduate Assistants will be accommodated by an existing office used for Graduate Assistants. The space has adequate and sufficient equipment. The costs for space are included in the Other Costs line item in the budget.

Resources/Budget
The proposed School of Supply Chain, Logistics, and Maritime Operations will be established utilizing existing resources reallocated from within the Division of Academic Affairs. The institution has adequate resources to establish and maintain the School of Supply Chain, Logistics, and Maritime Operations. A request for state funds will not be made to establish or operate the School of Supply Chain, Logistics, and Maritime Operations.

Administration

The School of Supply Chain, Logistics, and Maritime Operations will be led by a director. The director will report to the Vice Provost for Academic Affairs. The director will be a full-time tenured faculty member responsible for overseeing all school functions including course scheduling, faculty appointments and evaluations, strategic planning, budget oversight, and related administrative duties. The salary for this position will be $170,000, with fringe benefits of $51,525, for a total of $221,525.

The proposed School of Supply Chain, Logistics, and Maritime Operations will house an undergraduate program director and graduate program director, both of which will be reassigned from the Strome College of Business. These positions will be responsible for recruiting and advising students in their respective programs and for overseeing assessment of the undergraduate and graduate programs. They will also be responsible for overseeing the development of new programs in the School of Supply Chain, Logistics, and Maritime Operations. The salaries for these positions will be $100,000 each and benefits will be $35,250, for a total of $135,250 each.

A full-time Administrative Support Specialist will be reassigned to the School of Supply Chain, Logistics, and Maritime Operations, using existing resources. The administrative support specialist will coordinate the daily administrative functions of the School of Supply Chain, Logistics, and Maritime Operations. This will include supporting the School's director, processing forms, scheduling meetings, overseeing the budget, and managing the office. The salary for this position will be $50,000, with fringe benefits of $23,750, for a total of $73,750.

Also using existing resources, one full-time Academic Advisor will be assigned to the School of Supply Chain, Logistics, and Maritime Operations to provide advising, student support, and retention-related programming for students. The salary for this position will be $50,000, with fringe benefits of $23,759, for a total of $73,570.

Faculty

The proposed school would be initially established with four maritime and supply chain faculty members currently in the department of Information Technology and Decision Sciences. The undergraduate program director and graduate program directors are included group of faculty. An additional FTE for the director of the School will be reallocated to the School in Year 1. The faculty salaries are $610,000 and fringe benefits are $201,825.

In Year 2, five additional FTE will be assigned to the school. One of the faculty members will be a new line and four FTE will be faculty reassigned from the Office of Academic Affairs. The faculty salaries for these five are $550,000 and fringe benefits are $182,275. In Year 3, four new FTE will be added to the School. One of the faculty members will be a new line and three FTE will be faculty reassigned within Academic Affairs. The faculty salaries for these three are $440,000 and fringe benefits are $147,275. The faculty will have a range of teaching and research duties.

The new positions will include a combination of assistant, associate, and full professors on the tenure track appointments. A terminal degree in a field related to supply chain management, logistics, or maritime operations is required for the positions. Compensation for the positions will be a competitive salary at the approximate level of $100,000 and fringe benefits ($35,000) will be offered. There will be no start-up package offered with the positions.

A budget line item will be established and remain constant for the three years for adjunct faculty. Adjunct faculty will be hired based on as program needs. The budget for adjunct will be $45,000. Adjunct faculty are not paid fringe benefits. Thus, no funds will be included in the adjunct budget for benefits. Adjunct faculty costs are included in the faculty line item in the budget.

Graduate Assistants

Two graduate research assistants funded at $20,000 each will be assigned to the School. No benefits are offered to graduate assistants. Graduate assistants will be responsible for supporting faculty in their teaching and research efforts. These positions will be reallocated lines from the Department of Information Technology and Decision Sciences.

Other

Funds will be reallocated for non-personnel support. These funds will support travel, professional development, office supplies, and unit marketing. The total will be $42,000.

Miscellaneous

There will be an initial expenditure of $2,500 to be utilized for the purchasing of stationary, business cards, signage, and other supplies associated with the creation of a new school. All miscellaneous costs will be covered by the Office of Academic Affairs.

Paper products	1,000
Signage	1,000
Website costs	500
Total	2,500

Sustainability

Resources to support the proposed School will be reallocated from the Strome College of Business, School of Continuing Education, Office of Academic Affairs, and Office of University Communications. The institution will allocate resources from University Communications to cover the costs of publicizing the new School. Seven faculty from the Strome College of Business Information Technology and Decision Sciences department will be assigned to the School. Resources to support the new faculty hires will be accommodated from available funds via faculty retirements, lines vacated by departures, and reallocations within Academic Affairs. Resources for the administrative positions will be reallocated from the School of Continuing Education and the Office of Academic Affairs. The Office of Academic Affairs will reallocate existing resources from the Academic Affairs Administration unit to cover the costs of searches and advertisements to hire new faculty. Existing resources from the Strome College of Business will be reallocated to support costs associated with the graduate assistantships. The Office of Academic Affairs will cover the associated costs for website changes and the majority of changes will be made as a part of duties and responsibilities of existing staff. Resources for all other costs associated with establishing the proposed School, including operating costs, will be funded by the Office of Academic Affairs. Funds to support the costs will come from reallocation of funds within the divisions as well as additional funds that have been allocated to the Office of Academic Affairs from the university.

Old Dominion University has adequate and sufficient resources to establish and operate the proposed department. No new resources will be requested from the state to establish or maintain the proposed organizational change for a new School of Supply Chain, Logistics, and Maritime Operations.

Budget

The School of Supply Chain, Logistics, and Maritime Operations budget below presents proposed expenditures for the first three years of the School. Personnel costs will include reallocating existing faculty and staff and hiring new faculty. Operating costs to establish the School of Supply Chain, Logistics, and Maritime Operations are included and reflect increases in

year two and three for travel and conference/professional development. All the costs associated with space have been included in the line item for "Other Costs." Miscellaneous items that do not have a designated line item in the budget form are included in the line item for "Other Costs."

New Academic Unit-Proposed Name: School of Supply Chain, Logistics, and Maritime Operations

	Proposed Budget			
Expenditure Category	**HDCT**	**2022-2023**	**2023-2024**	**2024-2025**
Personnel Salary				
Administrative Support Specialist and Advisor	2	$100,000	$105,000	$110,250
Fringe Benefits				
Faculty (including director)	5	$610,000	$640,500	$672,525
Fringe Benefits		$201,825	$208,916	$216,362
Faculty	5		$550,000	$577,500
Fringe Benefits			$182,275	$188,669
Faculty	4			$440,000
Fringe Benefits				$147,725
Adjunct faculty	10	$45,000	$45,000	$45,000
Fringe Benefits				
Personnel Subtotal	26	$956,825	$1,731,691	$2,398,031
Student Support				
Student HelpersWorkers				
Graduate Teaching Assistant				
Graduate Research Assistant	2	$20,000	$20,000	$20,000
Student Support Subtotal	2	$20,000	$20,000	$180,000
Operating Expenses				
Office Supplies		$3,000	$3,000	$3,000
Instructional Supplies		$1,000	$1,000	$1,000
Travel		$15,000	$20,000	$25,000
Marketing		$10,000	$10,000	$10,000
Conference/Professional Development		$15,000	$30,000	$42,000
Other Costs		$22,500		
Operating Expenses Subtotal		$66,500	$64,000	$81,000
Total	**28**	**$1,043,325**	**$1,815,691**	**$2,659,031**

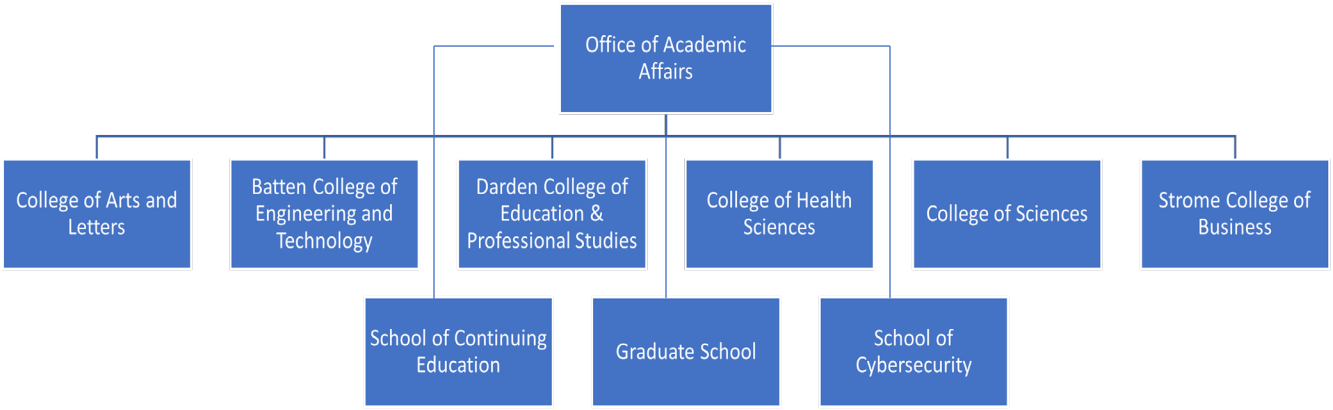
Justification for Organizational Change

The change is deemed as a simple change because it is being made at the department level solely for the internal management of supply chain, logistics, and maritime operations programming.

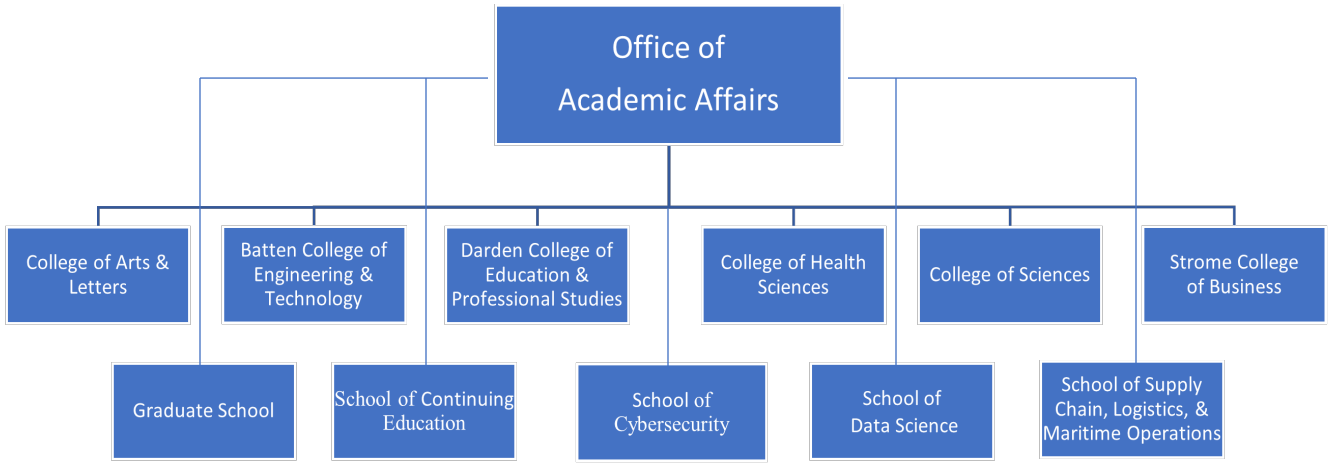
Appendix C includes an organizational chart for the proposed school.

Appendices

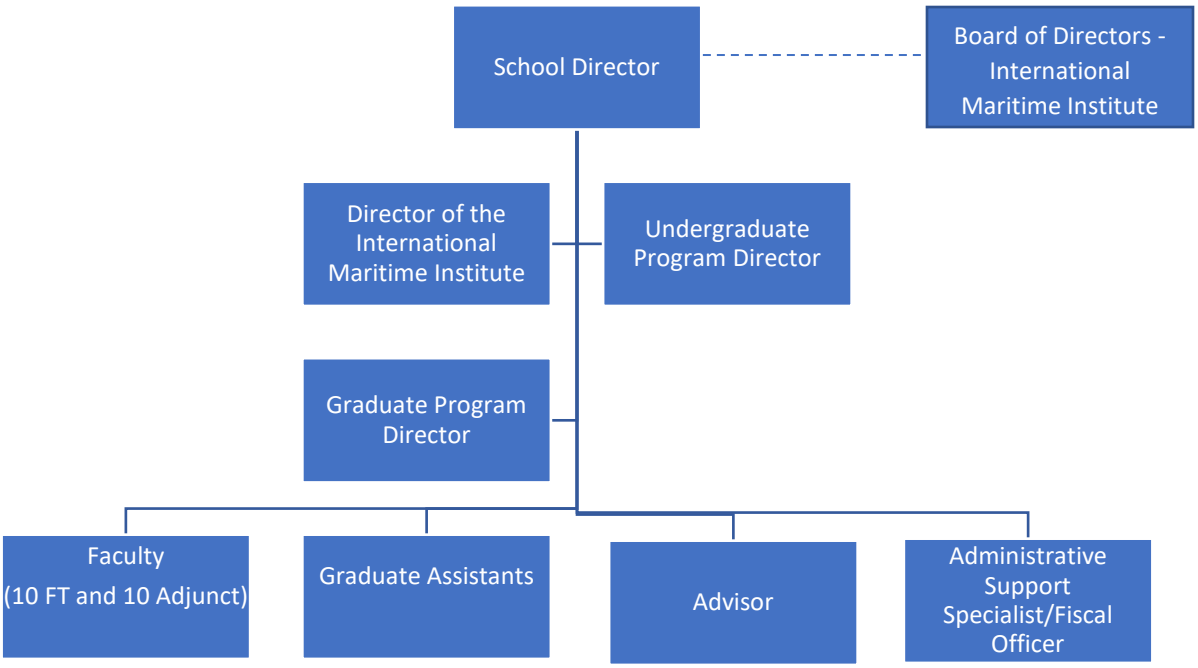
Appendix A. Current Organizational Chart – Academic Affairs.



Appendix B. New Organizational Chart – Academic Affairs.



Appendix C. Proposed Organizational Structure for ODU School of Maritime Studies



June 2, 2022

ANNUAL REPORT OF THE ACTIVITIES
OF THE ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE
2021-2022

ITEM	**MONTH OF BOARD OF VISITORS PROCEEDING**
Faculty Appointments	
31 Appointments	September 2021
7 Appointments	December 2021
31 Appointments	April 2022
25 Appointments	June 2022
Non-Academic Appointments	
Dr. Priyanka Aggarwal Senior Project Scientist	September 2021
Ms. Abena Agyapomaa Coordinator, Member Services, Department of Recreation and Wellness	September 2021
Ms. Melinda Ayala-Diaz Marketing Coordinator, College of Education and Professional Studies	September 2021
Dr. Krystal Allen Director of Residence Education	September 2021
Ms. Alyshia Allison Director of Marketing, ODU Athletics	September 2021
Ms. Jennifer Ashley Instructional Technology Specialist, ODUOnline	September 2021

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Ms. Alia Banks Admissions Counselor	September 2021
Ms. Danielle Bell Assistant Women's Basketball Coach	September 2021
Ms. Raven Beverley Admissions Counselor	September 2021
Mr. Dexter Blank Assistant Athletic Development Officer	September 2021
Ms. Monica Borzillo Second Assistant Women's Lacrosse Coach	September 2021
Dr. Kimberly Cain Assistant Director Institutional Equity and Diversity	September 2021
Ms. Carolyn Crutchfield Senior Associate Athletic Director for Sports Administration and External Affairs/Senior Women's Administrator	September 2021
Ms. Laura Donato Advisor/Success Coach Center for Major Exploration	September 2021
Mr. Christopher Gutierrez Coordinator, Fitness and Wellness Department of Recreation and Wellness	September 2021
Ms. Felicia Haynes Residence Hall Director	September 2021
Ms. Courtney Hill Assessment Coordinator	September 2021
Mr. Prateek Keerthi Senior Project Scientist Virginia Modeling, Analysis & Simulation Center	September 2021

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Ms. Amber Kennedy Director of News and Media Relations, Strategic Communication and Marketing	September 2021
Ms. Staci Kohen Academic Advisor College of Arts and Letters	September 2021
Mr. Thomas Koller Corporate Relations Officer, Office of Development	September 2021
Ms. Meagan McMullen Advisor/Success Coach, Center for Major Exploration	September 2021
Dr. Ron Moses Executive Senior Associate Athletic Director for Internal Operations, Student-Athlete Welfare, and Diversity and Inclusion	September 2021
Ms. Emilie Petit Assistant Swimming Coach	September 2021
Mr. Brian Reifsnyder First Assistant Women's Rowing Coach	September 2021
Ms. Alexandria Ricciuti Coordinator, Operations and Aquatics, Department of Recreation and Wellness	September 2021
Ms. Eleanor Ritzman Residence Hall Director	September 2021
Ms. Ashley Schumaker Chief of Staff and Vice President for Strategic Operations	September 2021
Ms. Rachel Serafin Athletic Academic Advisor	September 2021

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Dr. Mary Smith Associate Director of Employer Programs and Development, Career Development Services	September 2021
Ms. Lauren Thompson Student Support Specialist, Office of Educational Accessibility	September 2021
Ms. Kelsey Whitlow Advisor/Success Coach, Center for Major Exploration	September 2021
Mr. Shammond Williams Assistant Women's Basketball Coach	September 2021
Ms. Christine Woods Academic Advisor, College of Sciences	September 2021
Mr. Matthew Wurzburger Assistant Athletic Media Relations Director	September 2021
Ms. Jane Best Health Occupations Student Association (HOSA) Specialist, Darden College of Education and Professional Studies	December 2021
Mr. Todd Byers Coordinator, STEM Completion Initiatives College of Sciences	December 2021
Mr. Casey Cegles Senior Associate Athletic Director – Development	December 2021
Ms. Jessica Cordner Senior Project Scientist, Virginia Modeling, Analysis and Simulation Center	December 2021

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Ms. Sierra Croker Academic Development Program Coordinator Institutional Effectiveness and Assessment	December 2021
Ms. Donna Dail Distributive Education Clubs of America (DECA) Specialist Darden College of Education and Professional Studies	December 2021
Ms. Sherry DiBari Director of Communications and Marketing, Batten College of Engineering and Technology	December 2021
Dr. Jennifer Grimm Director of Leadership and Learning Student Engagement and Enrollment Services	December 2021
Mr. James Heath Associate Director of Communications Athletic Department	December 2021
Ms. Ericka Harrison-Bey Assistant Director of the Women and Gender Equity Center	December 2021
Ms. Emily Love Campus Visit Coordinator	December 2021
Dr. Keanen McKinley Assistant Director Assessment & Planning for SEES	December 2021
Ms. Romina Samson Director of Finance and Operations, Batten College of Engineering and Technology	December 2021
Mr. Jacob Tousignaut Academic Success Coordinator Center for Advising Administration and Academic Partnerships	December 2021

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Mr. Rob Batchelder Director of Advising College of Education and Professional Studies	April 2022
Mr. Eric Baumgartner Special Teams Quality Control Coach	April 2022
Mr. Malcolm Byrd-White Director of Compliance - Rules and Governance, Intercollegiate Athletics	April 2022
Ms. Briana Caldwell Instructor Children's Learning & Research Center	April 2022
Yin-Hsuen Chen Geospatial Data Scientist Information Technology Services	April 2022
Mr. Taylor Clark Admissions Counselor	April 2022
Ms. Danielle Cohea Senior Associate Athletic Director of Compliance, Conduct, & Regulatory Affairs	April 2022
Ms. Carrie Duran Associate Director for Finance Housing and Residence Life	April 2022
Ms. Kristin Eden Director of Engineering Student Success	April 2022
Ms. Mallory Griest Residence Hall Director	April 2022
Ms. Kristen Haben College Advisor, Health Sciences	April 2022

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Mr. Justin Harper Assistant Football Coach	April 2022
Ms. Victoria Herrick Associate Director of Undergraduate Admissions - Recruitment	April 2022
Ms. Erica Howell Coordinator of Strategy and Marketing College of Health Sciences	April 2022
Dr. Yu Jing Core Facilities Manager Frank Reidy Research Center for Bioelectrics	April 2022
Charlotte Kasic Executive Director Barry Arts Museum	April 2022
Mr. Ryan Kirk Admissions Counselor	April 2022
Ms. Samantha Koenig Career Development Services Liaison for Science and Health Sciences Based Services	April 2022
Mr. Brandon McLean Assistant Director of Player Personnel	April 2022
Ms. Crystal McNamara Regulated Research Analyst/Assistant Facility Security Officer, VMASC	April 2022
Ms. Sierra Phelps Academic Advisor, Office of Academic Success Initiatives & Support	April 2022
Mr. Tim Socha Director of Sports Performance - Olympic Sports	April 2022
Ms. Yostina Sorial Counselor, Student Support Services	April 2022

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Ms. Lenora Thorbjornsen Assistant Director of Academic Advising School of Cybersecurity	April 2022
Ms. Christen Turney Director of Marketing and Branding Strategic Communication & Marketing	April 2022
Mr. Harold Williams Director of Annual Giving	April 2022
Ms. Chrisie Brown Director of Creative Services	June 2022
Ms. Christine Clarke Study Aboard Coordinator	June 2022
Dr. Tammi Dice Dean, Darden College of Education and Professional Studies	June 2022
Mr. Timothy Hackman Dean, University Libraries	June 2022
Mr. Zachary Harrison Associate Director of Administrative Services Housing and Residence Life	June 2022
Ms. Kimberly Hill Assistant Athletic Trainer	June 2022
Ms. Anna Lacy Transfer Academic Success Advisor Student Success Center	June 2022
Ms. Jeanna Mann Assistant Director of Student and Family Programs Student Engagement and Enrollment Services	June 2022
Dr. Jean McClellan-Holt Associate Director of Programs and Wellness	June 2022

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Non-Academic Appointments (con't)	
Ms. Briana Morris Residence Hall Director	June 2022
Ms. Suzanne Peterson Manager of Education and Engagement Barry Art Museum	June 2022
Mr. Stephen Tang-Nian Assistant Director for Residence Education	June 2022
Mid-Year Tenure Awards	December 2021
College of Sciences	
Raymond Cheng Department of Mathematics and Statistics	
Tenure Awards	April 2022
College of Arts and Letters	
Jared T. Benton Department of Art	
Nicole S. Hutton Department of Political Science and Geography	
Megan Nutzman Department of History	
Marc Ouellette Department of English	
Kristian Petersen Department of Philosophy and Religious Studies	
Justin Remhof Department of Philosophy and Religious Studies	

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Tenure Awards (con't)	April 2022

Strome College of Business

Andrew Bennett
Department of Management

Xianrong Zheng
Department of Information Technology and Decision Sciences

Darden College of Education and Professional Studies

Jori Beck
Department of Teaching and Learning

Hunter Bennett
Department of Human Movement Sciences

Kristy Carlisle
Department of Counseling and Human Services

Felecia Commodore
Department of Educational Foundations and Leadership

Kimberly Murphy
Department of Communication Disorders and Special Education

Batten College of Engineering and Technology

Krishnanand Kaipa
Department of Mechanical and Aerospace Engineering

College of Health Sciences

Abdullah Al-Taiar
School of Community and Environmental Health

College of Sciences

Raul Briceño
Department of Physics

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Tenure Awards (con't)	April 2022
Jing Chen Department of Psychology	
Kayoung Park Department of Mathematics and Statistics	
Initial Appointments with Tenure	
Simon Stevenson Professor of Finance and Robert M. Stanton Endowed Chair of Real Estate and Economic Development	September 2021
Anthony Dean Department of Engineering Technology	December 2021
Emily Ondracek-Peterson F. Ludwig Diehn School of Music	December 2021
Christina Rodriguez Professor of Psychology	April 2022
Initial Appointment with Tenure for Four Faculty Members	June 2022
Emeritus/Emerita Appointments for Retiring Faculty and Administrators	
David Chapman Master Lecturer Emeritus of Public Service	September 2021
Kay Palmer Associate Professor Emerita of Nursing	September 2021
Anusorn Singhapakdi Professor Emeritus of Marketing	September 2021
J. Wallace Van Orden Eminent Scholar Emeritus and Professor Emeritus of Physics	September 2021

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Emeritus/Emerita Appointments for Retiring Faculty and Administrators (con't)	
Gail Dickinson Professor Emerita of STEM Education and Professional Studies	December 2021
Joyce Hoffmann Associate Professor Emerita of English	December 2021
Katherine Jackson Master Lecturer Emerita of English	December 2021
Shelley Mishoe Professor Emerita of Community and Environmental Health	December 2021
Ralph Stevens University Professor Emeritus and Associate Professor Emeritus of Biological Sciences	December 2021
Agnes Fuller Wynne Master Lecturer Emerita of Music	December 2021
Beth Ann Dickie Director Emerita, Office of Educational Accessibility	April 2022
J. Mark Dorrepaal Professor Emeritus of Mathematics and Statistics	April 2022
Edward Jacobs Professor Emeritus of English	April 2022
Richard Jones Senior Lecturer Emeritus of Engineering Technology	April 2022
Hideaki Kaneko Professor Emeritus of Mathematics and Statistics	April 2022
Janet Katz Associate Dean Emerita, College of Arts and Letters and Associate Professor Emerita of Sociology and Criminal Justice	April 2022
Robin J. Lewis Professor Emerita of Psychology	April 2022

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Emeritus/Emerita Appointments for Retiring Faculty and Administrators (con't)	
NorLisa Mayes Executive Director Emerita of Academic Success Initiatives and Support	April 2022
Christianne Nesbitt Associate Professor Emerita of Nursing	April 2022
Robert Ratzlaff Associate Professor Emeritus of Biological Sciences	April 2022
John A. Sokolowski Associate Professor Emeritus of Computational Modeling and Simulation Engineering	April 2022
Sharon C. Stull Lecturer Emerita of Dental Hygiene	April 2022
Cecelia Taliaferro Tucker Assistant to the President Emerita for Community Relations	April 2022
Terri N. Wheaton Director Emerita of Intake and Student Success Online	April 2022
C.J. Butler Master Lecturer Emeritus of Communication Disorders and Special Education	June 2022
Jen-Kuang Huang Professor Emeritus of Mechanical and Aerospace Engineering	June 2022
Isao Ishibashi Professor Emeritus of Civil and Environmental Engineering	June 2022
Renee Olander Associate Vice President Emerita for Regional Higher Education Centers	June 2022
Wayne Talley Eminent Scholar Emeritus and Professor Emeritus of Economics	June 2022

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Named Professors	
Dr. Edward S. Neukrug Professor of Counseling and Human Services Batten Endowed Chair of Counseling	September 2021
Dr. Orlando Ayala Ray Ferrari Endowed Professorship	April 2022
Dr. Anil Nair E.V. Williams Chair in Strategic Leadership	June 2022
Honorary Degree Approval	
Angela Bassett Doctor of Humane Letters *(honoris causa)*	September 2021
Howard P. Kern Doctor of Humane Letters *(honoris causa)*	April 2022
Information Items Concerning Faculty	
Report on Promotions in Academic Rank Effective 2022-23	June 2022
Other Actions	
Approved Doctor of Occupational Therapy (OTD) Degree Program	December 2021
Approved Dual Employment	December 2021
Approved the School of Data Science	April 2022
Approved the Doctor of Philosophy in Biology Degree Program	April 2022
Proposed Appointment of Faculty Representatives to Board of Visitors Committees	June 2022
Proposed Revisions to the Policy on Reappointment/Annual Review or Nonreappointment of Faculty	June 2022

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Other Actions (con't)	
Proposed Revisions to the Policy on Tenure	June 2022
Proposal to Create the School of Supply Chain, Logistics, and Maritime Operations	June 2022
Proposed Charter for the Academic and Research Advancement Committee	June 2022
Received the Annual Report on Committee Actions	June 2022

Report from the Provost — September 2021

Provost Agho provided information on the promotion and tenure review processes, including the makeup of review committees at the department, college, and University level and how members of these committees are selected.

Report from the Provost — December 2021

Provost Agho announced that the title of the leadership of the university libraries has changed from University Librarian to Dean of University Libraries.

Report from the Provost — June 2022

Provost Agho presented information on faculty and student demographics, the number of faculty who applied for and received tenure by gender and ethnicity, and the number of faculty who resigned by gender and ethnicity and their reasons for leaving.

Report from the Vice President for Research — December 2021

Morris Foster introduced Sachin Shetty, Professor of Computational Modeling and Simulation Engineering. Dr. Shetty presented an overview of the Center for Secure and Intelligent Critical Systems (SICS) and its national and regional impact in the area of securing critical infrastructure. The Center conducts research on developing and integrating secure and intelligent technologies to ensure safe, reliable, and resilient infrastructure for the future. SICS has made national impact in the area of resilient critical infrastructure by serving as the site for the Department of Homeland Security Critical Infrastructure Resilience Institute, the Department of Energy Cyber Resilient Energy Delivery Consortium, the Department of Defense (DoD) Center of Excellence in Cyber Security, and the Center of Excellence in Artificial Intelligence.

ITEM	MONTH OF BOARD OF VISITORS PROCEEDING
Report from the Vice President for Research (con't)	December 2021

Dr. Shetty is serving as the Technical Lead for developing a 5G empowered smart warehouse for Marine Corps Logistics Base, Albany, which will be the first 5G prototype at any DoD site. SICS embodies the "math to marketplace" mantra that has resulted in commercialization of two products, CRISM and Bloxure. Finally, SICS has partnered with Sentara Healthcare to develop Bloxure, a Blockchain based medical device security solution, and the Port of Virginia to develop a secure 5G network to support autonomous vehicles.

Report from the Vice President for Research	April 2022

Morris Foster presented an overview of research opportunities, including offshore wind energy, supply chain/acquisition systems, autonomous systems, and SmallSats/Wallops.

June 2, 2022

PROMOTIONS IN ACADEMIC RANK
EFFECTIVE 2022-2023

Promotions in academic rank have been approved for the following faculty members, effective with the 2022-23 academic year.

Promotion to Professor

College of Arts and Letters

Ivanete Blanco
Department of Art

Allison Chappell
Department of Sociology and Criminal Justice

Katherine Hammond
Department of Communication and Theatre Arts

Strome College of Business

Aaron Arndt
Department of Marketing

Royce Burnett
School of Accountancy

Russell Haines
Department of Information Technology and Decision Sciences

Erika Marsillac
Department of Information Technology and Decision Sciences

Darden College of Education and Professional Studies

Tammi Dice
Department of Counseling and Human Services

Angela Eckhoff
Department of Teaching and Learning

Melva Grant
Department of Teaching and Learning

Sue Kimmel
Department of STEM Education and Professional Studies

Younghee Suh
Department of Teaching and Learning

Batten College of Engineering and Technology

Carol Considine
Department of Engineering Technology

Holly Handley
Department of Engineering Management and Systems Engineering

Chunqi Jiang
Department of Electrical and Computer Engineering

Rafael Landaeta
Department of Engineering Management and Systems Engineering

C. Ariel Pinto
Department of Engineering Management and Systems Engineering

College of Sciences

Nora Noffke
Department of Ocean and Earth Science

Research Associate Professor

Ross Gore
Computational Modeling, Analysis and Simulation
VMASC

Research Professors

Joshua Behr
Computational Modeling, Analysis and Simulation
VMASC

Barry Ezell
Computational Modeling, Analysis and Simulation
VMASC

Joanna Garner
Center for Educational Partnerships

Promotion to Librarian II

Steven Bookman
University Libraries

Promotion to Librarian IV

Karen Vaughan
University Libraries