

OLD DOMINION UNIVERSITY

BOARD OF VISITORS  
Thursday, June 8, 2017

MINUTES

The Board of Visitors of Old Dominion University held its annual meeting on Thursday, June 8, 2017, at 9:00 a.m. in the Board Room of the Kate and John R. Broderick Dining Commons on the Norfolk campus. Present from the Board were:

Carlton F. Bennett, Rector  
Yvonne T. Allmond  
R. Bruce Bradley  
Michael J. Henry  
Larry R. Hill  
Toykea S. Jones  
Kay A. Kemper  
Mary Maniscalco-Theberge  
Ross A. Mugler  
Frank Reidy  
Lisa B. Smith  
Robert M. Tata  
Ivan Militar (*Student Representative*)

Absent were:

Richard T. Cheng  
Alton J. Harris  
Donna L. Scassera  
William D. Sessoms, Jr.  
Fred J. Whyte

Also present were:

John R. Broderick, President	Elizabeth Kersey
Austin Agho	Trey Mayo
Mike Brady	Rich Le Moal
Alonzo Brandon	Donna W. Meeks
Andy Casiello	Earl Nance
Jon Cawley	Ellen Neufeldt
Jane Dané	Brian Payne
Traci Daniels	September Sanderlin
Morris Foster	Wood Selig
Giovanna Genard	Deb Swiecinski
Dillard George	Cecelia Tucker
Velvet Grant	Rusty Waterfield
David Harnage	Jay Wright
Scott Harrison	Bo Ram Yi

## **CALL TO ORDER**

Rector Bennett called the meeting to order at 9:04 a.m. and called on President Broderick for the Online Virginia Network presentation.

## **ONLINE VIRGINIA NETWORK**

President Broderick commented that the Online Virginia Network presents a remarkable opportunity to grow Old Dominion University's online platform and create a partnership with George Mason University. This partnership came about as the result of legislation introduced by George Mason two years ago to conduct a review of all online offers. Rather than compete, he met with George Mason's president to discuss a potential partnership. Legislation presented and approved in this year's General Assembly created the Online Virginia Network, funds have been made available, and the first meeting of the new board will be held on ODU's campus in July. He commended the roles that Andy Casiello, Jane Dané and Elizabeth Kersey played in this initiative and introduced Vice President Ellen Neufeldt for a more detailed presentation.

Vice President Neufeldt shared the vision of the Online Virginia Network (OVN) as an initial partnership with George Mason University to build a network across Virginia Universities to support adult degree completion, increase the number of college degree completers in Virginia, and create accessible pathways to a four-year degree. She provided the history of Old Dominion's distance learning program, which was established in 1994 and evolved from a satellite-based operation to full online in 2014 (*ODUOnline*), with the first four-year degree online programs introduced in Fall 2016. Partnerships have been created across the Commonwealth and beyond with seamless ODU + VCCS degree completion pathways including a partnership with Tidewater Community College for the Z Degree in Leadership and articulation agreements with Tidewater Community College, Thomas Nelson Community College and Northern Virginia Community College in Cybersecurity.

Vice President Neufeldt noted that over 20% of ODU's student population is fully online. She shared the list of online undergraduate programs and signature programs as identified by Academic Affairs. She also shared the many rankings and recognitions received for *ODUOnline* programs.

Vice President Neufeldt stated that, nationally, 29% of students who started college in 2007 are no longer taking classes toward a degree. SCHEV identified 647,000 Virginia residents who earned credit at a Virginia institution but have not earned a four-year degree. Degrees fuel Virginia's economy by keeping up with the demand for highly qualified workers in a growing skilled labor market. In the 2016-2018 biennial state budget, the Commonwealth charged George Mason University with developing a comprehensive online degree completion initiative targeted to adult populations in Virginia. The language also required George Mason to collaborate with other institutions of higher education and, given its long history in the distance learning arena, Old Dominion is well suited to partner with George Mason on this initiative. ODU offers the same world-class faculty and degrees as on campus, its six-year graduation rate is 31% higher than the national average for fully online students, it has the infrastructure for instructional design, online systems technology and support, and remote student advising and engagement.

The Online Virginia Network provides accessibility with its online portal, free text books through open access, scalability of signature programs, 8-week sessions with flexible scheduling options and multiple start dates, and use of college credits earned elsewhere and experiential/prior learning for degree completion. Vice President Neufeldt shared the portal which offers information about online learning, a list of the degrees offered, a cost calculator, and the ability to connect to staff in real time.

The first phase of the program included the development of the web portal, student outreach, initiation of the marketing plan and development of the financial aid planning tool. The second phase may include expanded flexible online course offerings, outreach services, financial aid support, seamless articulation pathways, 24/7 student support and a comprehensive communication strategy.

The General Assembly established the OVN Authority Board, which includes four members from the House, three from the Senate, the Director of SCHEV, three citizens appointed by the Governor, the presidents of ODU and GMU or their designee, and a nominee from the Boards of both institutions.

In response to questions from Board members, Vice President Neufeldt explained that students must meet the admissions requirements of their school of choice in order to be admitted. The portal enables them to have access to information and choose a degree program. While ODU and GMU are the founding partners, the goal is to involve other institutions. The five-year business plan shows this to be a break-even program rather than a for-profit program.

President Broderick commented that the challenge moving forward will be to remind people that online education is not a cheaper alternative to the traditional bricks-and-mortar based education. He has talked with the OVN Board members who have been appointed thus far. He and President Cabrera each have a seat on the Board and each will participate in the first Board meeting and then hand their seats over to their representatives (which, for ODU, will be Vice President Neufeldt).

The legislation also calls for each institution's Board of Visitors to appoint a representative to the Board, and Rector Bennett asked for a motion. Lisa Smith moved to appoint Ron Ripley as the Board's representative to the Online Virginia Network Board. The motion was seconded by Dr. Maniscalco-Theberge and approved unanimously by all members of the Board present and voting. (*Allmond, Bradley, Henry, Hill, Jones, Maniscalco-Theberge, Mugler, Reidy, Smith, Tata*)

President Broderick said that, given the dwindling number of high school students over the next several years, this program offers an incredible opportunity to not only stabilize enrollment, but to grow it. It is imperative that we do this and do it right.

The meeting was recessed at 9:42 a.m.

### **RECONVENE AND APPROVAL OF MINUTES**

The Rector reconvened the meeting at 12:54 p.m. and asked for approval of the minutes of the regular meeting held on April 27, 2017. Upon a motion made by Dr. Maniscalco-Theberge and

seconded by Mr. Reidy, the minutes were approved by all members present and voting. (*Allmond, Bradley, Henry, Hill, Jones, Maniscalco-Theberge, Mugler, Reidy, Smith, Tata*)

The Rector then asked for approval of the minutes of the Board's retreat on February 3, 2017. Upon a motion made by Mr. Hill and seconded by Dr. Maniscalco-Theberge, the minutes were approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Maniscalco-Theberge, Mugler, Reidy, Smith*)

## **RECTOR'S REPORT**

The Rector had no report.

## **PRESIDENT'S REPORT**

In his report to the Board, President Broderick presented the proposed priorities for the 2018-2020 Biennium. He explained the timing of the development of the priorities, presentation on July 28 to the leadership in Richmond and their subsequent feedback, and ratification of the Board in September. The priorities are in line with the Strategic Plan and include: (1) Student Success (advisory and counselors, financial aid); (2) Academic Initiatives (online expansion and modernization, cybersecurity, Water Institute for the Chesapeake Bay); (3) Operating Funds (general operating resources and faculty salaries); and (4) Special Initiatives (STEM Express).

The President also provided an update on the 2014-2019 Strategic Plan noting the following major areas of completion: implement the campus master plan to support student success (Goal 2); increase engagement with the local arts community (Goal 3); evaluate the quality of university life (Goal 3); create a culture of campus pride (Goal 3); fully establish the College of Continuing Education and Professional Development (Goal 4); implement an entrepreneurial curriculum and co-curriculum for students (Goal 5); foster and entrepreneurial ecosystem for faculty (Goal 5); establish a Center for Enterprise Innovation for the Hampton Roads region (Goal 5); and support a culture of idea commercialization among faculty and students (Goal 5).

New initiatives include the Online Virginia Network, Cybersecurity, expansion of health professional programs in Virginia Beach, and a fundraising initiative in support of academic, student success and athletics.

President Broderick announced the appointment of Gregory DuBois as Vice President for Administration and Finance. Greg has 30 years of higher education experience, most recently as the Assistant Vice President of Finance and Planning at the University of Florida. He will be visiting campus to meet the University leadership and his staff and will formally join ODU in mid-July. He thanked Vice President Sanderlin for chairing the search committee.

The President introduced the new appointments to the Board – Jerri Dickeski, Maurice Slaughter and Aubrey – and the reappointment of Ross Mugler to a second term. Because Aubrey Layne cannot join the Board until his legislative appointment ends in January, the Governor asked Bob Tata to extend his term through December. He recognized departing members Richard Cheng and Mary Maniscalco-Theberge, and thanked them for their service on

the Board. He thanked Bob Tata for his service on the Board and his willingness to remain on the Board through the end of the year.

Finally, the President thanked David Harnage for his service to the University. He touched a lot of people in a lot of different areas and he has been a remarkable colleague and friend. Mr. Harnage expressed his gratitude to the President and the Board for their support throughout his career.

## **REPORTS OF STANDING COMMITTEES**

### **AUDIT COMMITTEE**

The Rector called on Mr. Reidy for the report of the Audit Committee. Mr. Reidy reported that LaToya Jordan, Comprehensive Annual Financial Report (CAFR) Audit Director and this year's ODU Audit Project Manager from the Auditor of Public Accounts, presented the results of the University's financial statement audit for the year ending June 30, 2016. The overall results were positive. Two operational issues were reported related to financial aid, but both issues were judged to be non-material.

Amanda Skaggs, Internal Audit Director, updated the Committee on the department's operations focusing on the active audits and other projects and initiatives underway. The Committee received the results of the annual risk assessment and the proposed 2018 internal audit plan along with a motion to modify the FY2017 audit plan to remove select audits.

The Committee then received details of recent audits of the SoBran Facility Operation and the Frank Batten College of Engineering and Technology. The system of internal controls in effect over SoBran Facility Operations was adequate and one audit issue was reported relating to delineation of responsibilities for the facility's security and operations. The system of internal controls in effect over The Batten College of Engineering and Technology was noted as adequate with two reportable items relating to financial controls and transaction documentation, and College-managed room access.

### **ACADEMIC & RESEARCH ADVANCEMENT COMMITTEE**

The Rector called on Dr. Maniscalco-Theberge for the report of the Academic & Research Advancement Committee. Dr. Maniscalco-Theberge reported that the Committee met in closed session to discuss recommendations for two honorary degree recipients and the appointment of five faculty members with tenure.

Committee members approved by unanimous vote the award of two honorary degrees. The following resolution was brought forth as a recommendations of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

## HONORARY DEGREES

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the awarding of an honorary degree to the individuals noted below. A summary of each nominee's career is attached to this resolution for information purposes.

1. Dr. Francis S. Collins, 16<sup>th</sup> Director of the National Institutes of Health (NIH)  
Doctor of Science (*honoris causa*)
2. Ambassador Reuben E. Brigety II, Dean of the Elliott School of International Affairs at George Washington University  
Doctor of Humane Letters (*honoris causa*)

### **Francis S. Collins, M.D., Ph.D.**

Francis S. Collins, M.D., Ph.D. was appointed the 16<sup>th</sup> director of the National Institutes of Health (NIH) by President Barack Obama and was sworn in on August 17, 2009. In this role, he oversees the work of the largest supporter of biomedical research in the world, spanning the spectrum from basic to clinical research.

Dr. Collins is a physician-geneticist noted for his landmark discoveries of disease genes, and his visionary leadership of the Human Genome Project (HGP). He is the former director of the National Human Genome Research Institute (NHGRI). In addition to leading the Human Genome Project to completion, he initiated a wide range of research projects that built upon the foundation laid by the sequencing of the human genetic blueprint.

As head of NHGRI, Collins oversaw the HGP, the multidisciplinary, multi-institutional, international effort to map and sequence the three billion letters in the human DNA instruction book. Many consider this project to have been the most significant scientific undertaking of our time. The ultimate goal is to improve human health.

With Collins at the helm, the HGP attained historic milestones, while consistently running ahead of schedule and under budget. A working draft of the human genome sequence was announced in June 2000, and an initial analysis was published in February 2001. HGP scientists finished the sequence in April 2003, coinciding with the 50th anniversary of Watson and Crick's seminal publication describing the double helix structure of DNA.

Raised on a small farm in Virginia's Shenandoah Valley, Collins was home-schooled until the sixth grade. Throughout most of his high school and college years, the aspiring chemist had little interest in what he then considered the "messy" field of biology. He earned a B.S. in chemistry at the University of Virginia in 1970 and a Ph.D. in physical chemistry at Yale University in 1974. While at Yale, however, a course in biochemistry sparked his interest in the molecules that hold the blueprint for life: DNA and RNA. Collins recognized that a revolution was on the horizon in molecular biology and genetics. He changed fields and enrolled in medical school at the University of North Carolina, where he earned an M.D. in 1977.

From 1978 to 1981, Collins served a residency and chief residency in internal medicine at North Carolina Memorial Hospital in Chapel Hill. He then returned to Yale, where he was named a fellow in human genetics at the medical school from 1981 to 1984. During that time, he developed innovative methods of crossing large stretches of DNA to identify disease genes.

After joining the University of Michigan in 1984 in a position that would eventually lead to a professorship of internal medicine and human genetics, Collins heightened his reputation as a relentless gene hunter. The gene-hunting approach, which he named "positional cloning," has developed into a powerful component of modern molecular genetics.

In contrast to previous methods for finding genes, positional cloning enabled scientists to identify disease genes without knowing in advance what the functional abnormality underlying the disease might be. Collins' team, together with collaborators, applied the new approach in 1989 in their successful quest for the long-sought gene responsible for cystic fibrosis. Other major discoveries soon followed, including isolation of the genes for Huntington's disease, neurofibromatosis, multiple endocrine neoplasia type 1, and the M4 type of adult acute leukemia.

In addition to his long list of contributions to basic genetic research and scientific leadership, Collins is known for his close attention to ethical and legal issues in genetics. He is a strong advocate for protecting the privacy of genetic information and has served as a national leader in efforts to prohibit gene-based insurance discrimination. Building on his own experiences as a physician volunteer in a rural missionary hospital in Nigeria, Collins is also very interested in opening avenues for genome research to benefit the health of people living in developing nations.

Dr. Collins' accomplishments have been recognized by numerous awards and honors, including election to the Institute of Medicine and the National Academy of Sciences. On Nov. 5, 2007, he received the Presidential Medal of Freedom, the nation's highest civil award, for his revolutionary contributions to genetic research. He also received the National Medal of Science in 2009.

## **Ambassador Reuben E. Brigety II**

### Background

Ambassador Reuben E. Brigety, II currently serves as the Dean of the Elliott School of International Affairs at George Washington University. Prior to accepting this position, he served as the appointed Representative of the United States of America to the African Union and Permanent Representative of the United States to the UN Economic Commission for Africa. Prior to this appointment, Ambassador Brigety served as Deputy Assistant Secretary of State in the Bureau of African Affairs from November 14, 2011 until September 3, 2013 with responsibility for Southern African and Regional Security Affairs.

From December 2009 to November 2011, Dr. Brigety served as Deputy Assistant Secretary of State in the Bureau of Population, Refugees, and Migration. In this capacity, he supervised U.S. refugee programs in Africa, managed U.S. humanitarian diplomacy with major international partners, and oversaw the development of international migration policy.

A native of Jacksonville, Florida, Ambassador Brigety previously served as Director of the Sustainable Security Program at the Center for American Progress from January 2008 to November 2009 and as a Special Assistant in the Bureau for Democracy, Conflict, and Humanitarian Assistance at the U.S. Agency for International Development from January 2007 to January 2008. From November 2008 to January 2009, he also served as a senior advisor for Development and Security to the U.S. Central Command Assessment Team in Washington and in Doha, Qatar.

Prior to his work in the policy arena, Ambassador Brigety served as an assistant professor of government and politics at George Mason University and at the School of International Service at American University between August 2003 and April 2009. In addition, Ambassador Brigety was a researcher with the Arms Division of Human Rights Watch (HRW) from August 2001-May 2003, where he conducted research missions in Afghanistan and Iraq. Before joining HRW, Ambassador Brigety was an active duty U.S. naval officer and held several staff positions in the Pentagon and in fleet support units. He is a sought-after expert on foreign affairs.

Ambassador Brigety is a 1995 distinguished midshipman graduate of the U.S. Naval Academy, where he earned a B.S. in political science with merit, served as the Brigade Commander and received the Thomas G. Pownall Scholarship. He also holds an M.Phil. and a Ph.D. in international relations from the University of Cambridge, England. Ambassador Brigety is a member of the International Institute for Strategic Studies, a Life Member of the Council on Foreign Relations, and a recipient of the Council's International Affairs Fellowship.

#### Distinctions

Adjunct Senior Fellow for African Peace and Security Issues, Council on Foreign Relations  
Board of Trustees, The Carter Center  
Board of Directors, Atlantic Council

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Committee members approved by unanimous vote the appointment of five faculty members with tenure. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

#### **APPOINTMENT OF FACULTY MEMBER WITH TENURE**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. David F. Ayers as Associate Professor of Educational Foundations and Leadership with the award of tenure in the Department of Educational Foundations and Leadership in the Darden College of Education, effective July 25, 2017.

Salary: \$83,000 for 10 months  
Rank: Associate Professor of Educational Foundations and Leadership



The following contains my recommendation for the initial appointment with tenure of Dr. David F. Ayers as Associate Professor in the Department of Educational Foundations and Leadership in the Darden College of Education. Dr. Ayers received a B.S. in Spanish (1992) and M.A. in Higher Education (1995) from Appalachian State University, Boone, North Carolina, and a Doctor of Education in Higher Education Administration (1999) from North Carolina State University, Raleigh, North Carolina. He also received a Master of Studies in Law (2016) from Wake Forest University School of Law, Winston-Salem, North Carolina. He was an Assistant Professor (2002-2008) in the Department of Curriculum and Instruction before he was awarded tenure and promoted to the rank of Associate Professor in the Department of Teacher Education and Higher Education (2008-2012) at the University of North Carolina at Greensboro. He was an Associate Professor in the Department of Educational Leadership and Cultural Foundations (2012-present) at the same institution.

The ODU *Faculty Handbook* states, “The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission.” [*Faculty Handbook*, p. 44]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the “request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean.” The policy also says, “Normally, an initial appointment with tenure will be granted only to a faculty member who already achieved a distinguished academic reputation and holds a tenured position at another institution.”

Recommendations in support of tenure at the rank of Associate Professor with tenure for Dr. David F. Ayers were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. This appointment is recommended unanimously by the Promotion and Tenure Committee of the Department of Educational Foundations and Leadership, by the Promotion and Tenure Committee of the Darden College of Education (6-0), and by the University Promotion and Tenure Committee (6-0). Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Ayers easily meets the standards for tenure at the rank of Associate Professor in the Department of Educational Foundations and Leadership at Old Dominion University.

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**APPOINTMENT OF FACULTY MEMBER WITH TENURE**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Royce D. Burnett as Associate Professor of Accountancy with the award of tenure in the School of Accountancy in the Strome College of Business, effective June 10, 2017.

Salary:           \$205,000 for 12 months  
Rank:             Associate Professor of Accountancy (Designated as Chair of the School of Accountancy)

The following contains my recommendation for the initial appointment with tenure of Dr. Royce D. Burnett as Associate Professor in the School of Accountancy in the Strome College of Business. Dr. Burnett received a B.B.A. in Accounting (1981) and M.B.A. with an emphasis in Accounting (1987) from Sam Houston State University, Huntsville, Texas, and a Ph.D. in Business Administration – Accounting (2003) from Oklahoma State University, Stillwater, Oklahoma. He was an Assistant Professor (2003-2009) at the University of Miami and an Assistant Professor (2009-2011) at Southern Illinois University – Carbondale before he was awarded tenure and promoted to the rank of Associate Professor (2011-present) at the same institution.

The ODU *Faculty Handbook* states, “The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission.” [*Faculty Handbook*, p. 44]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the “request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean.” The policy also says, “Normally, an initial appointment with tenure will be granted only to a faculty member who already achieved a distinguished academic reputation and holds a tenured position at another institution.”

Recommendations in support of tenure at the rank of Associate Professor with tenure for Dr. Royce D. Burnett were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. This appointment is recommended unanimously by the Promotion and Tenure Committee of the School of Accountancy (5-0), by the Promotion and Tenure Committee of the Strome College of Business (7-0), and by the University Promotion and Tenure Committee (6-0). Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Burnett easily meets the standards for tenure at the rank of Associate Professor in the School of Accountancy at Old Dominion University.

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### **APPOINTMENT OF FACULTY MEMBER WITH TENURE**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Kent L. Sandstrom as Dean of the College of Arts and Letters and Professor of Sociology and Criminal Justice with the award of tenure in the Department of Sociology and Criminal Justice in the College of Arts and Letters, effective July 10, 2017.

Salary:           \$235,000 for 12 months  
Rank:             Dean of the College of Arts and Letters and Professor of Sociology and Criminal Justice

The following contains my recommendation for the initial appointment with tenure for Dr. Kent L. Sandstrom as Dean of the College of Arts and Letters and Full Professor in the Department of Sociology and Criminal Justice. Dr. Sandstrom received a B.A. (1977) in Sociology from the University of Minnesota, Duluth, Minnesota, and M.A. (1988) and Ph.D. (1994) in Sociology

from the University of Minnesota, Minneapolis, Minnesota. He was an Assistant Professor (1993-1998) in the Department of Sociology, Anthropology, and Criminology at the University of Northern Iowa, Cedar Falls, Iowa, before he was awarded tenure and promoted to the rank of Associate Professor (1998-2003), and later Full Professor (2003-2011) at the same institution. Dr. Sandstrom held the administrative positions of Administrative Fellow and Assistant to the Provost (2005-2006) and Department Head (2006-2011) for the Department of Sociology, Anthropology, and Criminology at University of Northern Iowa, Cedar Falls, Iowa. At North Dakota State University in Fargo, North Dakota, Dr. Kent L. Sandstrom held the positions of Interim Dean of Libraries (2016-2017) and Dean for College of Arts, Humanities and Social Sciences (2011-present).

The ODU *Faculty Handbook* states, “The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission.” [*Faculty Handbook*, p. 44]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the “request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean.” The policy also says, “Normally, an initial appointment with tenure will be granted only to a faculty member who already achieved a distinguished academic reputation and holds a tenured position at another institution.”

Recommendations in support of tenure at the rank of Full Professor with tenure for Dr. Kent L. Sandstrom were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. This appointment is recommended unanimously by the Promotion and Tenure Committee of the Department of Sociology and Criminal Justice (11-0), by the Promotion and Tenure Committee of the College of Arts and Letters (9-0), and by the University Promotion and Tenure Committee (6-0). Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Sandstrom easily meets the standards for tenure at the rank of Full Professor in the Department of Sociology and Criminal Justice at Old Dominion University.

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### **APPOINTMENT OF FACULTY MEMBER WITH TENURE**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Lisa E. Wallace as Associate Professor of Biological Sciences with the award of tenure in the Department of Biological Sciences in the College of Sciences, effective July 25, 2017.

Salary: \$89,000 for 10 months  
Rank: Associate Professor of Biological Sciences (Designated as the J. Robert Stiffler Distinguished Professor in Botany)

The following contains my recommendation for the initial appointment with tenure of Dr. Lisa E. Wallace as Associate Professor in the Department of Biological Sciences in the College of Sciences. Dr. Wallace received a B.S. in Biology with a minor in Psychology (1994) and an M.A. in Biology (1997) from the College of William and Mary, Williamsburg, Virginia, and a

Ph.D. in Evolution, Ecology, and Organismal Biology (2002) from The Ohio State University, Columbus, Ohio. She was a Research Assistant Professor (2004-2006) at the University of South Dakota, Vermillion, South Dakota, and an Assistant Professor (2006-2012) in the Department of Biological Sciences at Mississippi State University, Starkville, Mississippi, before she was awarded tenure and promoted to the rank of Associate Professor (2012-present) at the same institution.

The ODU *Faculty Handbook* states, “The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission.” [*Faculty Handbook*, p. 44]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the “request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean.” The policy also says, “Normally, an initial appointment with tenure will be granted only to a faculty member who already achieved a distinguished academic reputation and holds a tenured position at another institution.”

Recommendations in support of tenure at the rank of Associate Professor with tenure for Dr. Lisa E. Wallace were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. This appointment is recommended unanimously by the Promotion and Tenure Committee of the Department of Biological Sciences (11-0), by the Promotion and Tenure Committee of the College of Sciences (7-0), and by the University Promotion and Tenure Committee (6-0). The Named Chair Committee unanimously endorsed her qualifications to be designated as the J. Robert Stiffler Distinguished Professorship in Botany. Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Wallace easily meets the standards for tenure at the rank of Associate Professor in the Department of Biological Sciences at Old Dominion University.

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### **APPOINTMENT OF FACULTY MEMBER WITH TENURE**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Yuesheng Xu as Professor of Mathematics and Statistics with the award of tenure in the Department of Mathematics and Statistics in the College of Sciences, effective July 25, 2017.

Salary:           \$140,000 for 10 months  
Rank:             Professor of Mathematics and Statistics

The following contains my recommendation for the initial appointment with tenure of Dr. Yuesheng Xu as Full Professor in the Department of Mathematics and Statistics in the College of Sciences. Dr. Xu received a B.S. (1982) and M.S. (1985) in Computational Mathematics from Sun Yatsen University in China, and received a Ph.D. (1989) in Computational and Applied Mathematics from Old Dominion University. He was an Assistant Professor (1990-1996) at North Dakota State University, Fargo, North Dakota, before he was awarded tenure and

promoted to the rank of Associate Professor and then Full Professor (1996-2001) at the same institution. From 2001 to 2003, he served as Eberly Chair Professor of Mathematics at West Virginia University, Morgantown, West Virginia. Dr. Xu was a Professor of Mathematics (2003-2014) at Syracuse University, Syracuse, New York. He also served as Guohua Chair Professor (2009-present), Dean of School of Applied Computer Science (2014-present), and Director of Institute of Data Science (2015-present) at Sun Yatsen University, China.

The ODU *Faculty Handbook* states, “The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission.” [*Faculty Handbook*, p. 44]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the “request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean.” The policy also says, “Normally, an initial appointment with tenure will be granted only to a faculty member who already achieved a distinguished academic reputation and holds a tenured position at another institution.”

Recommendations in support of tenure at the rank of Full Professor with tenure for Dr. Yuesheng Xu were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. This appointment is recommended unanimously by the Promotion and Tenure Committee of the Department of Mathematics and Statistics (5-0), by the Promotion and Tenure Committee of the College of Sciences (7-0), and by the University Promotion and Tenure Committee (6-0). Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Xu easily meets the standards for tenure at the rank of Full Professor in the Department of Mathematics and Statistics at Old Dominion University.

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Committee members approved by unanimous vote the resolutions on 14 faculty appointments, six administrative appointments, and two emerita appointments. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

## FACULTY APPOINTMENTS

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

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Carolina Conte Lecturer of Communication and Theatre Arts	\$45,000	7/25/17	10 mos

Dr. Conte received a Ph.D. in Interdisciplinary Arts, an M.A. in International Film Studies, and an M.A. in International Affairs – Latin American Studies from Ohio University. Previously she was a Film Instructor at Grand Canyon University. (new position)

Dr. Fatou Diouf Lecturer of Information Technology and Decision Sciences	\$55,000	7/25/17	10 mos
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Dr. Diouf received an M.B.A. from Old Dominion University and a Ph.D. in Electronics with a specialization in Electromagnetism, an M. Eng. in Electromagnetic Compatibility and a B.Sc. in Electrical Engineering from Université Blaise, France. Previously she was an Intern at Palladium Registered Investment and a Research Scientist and Consultant.

Dr. Praveen Kumar Durgampudi Associate Professor of Community and Environmental Health (Tenure Track)	\$98,550	6/10/17	10 mos
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Dr. Durgampudi received a European Public Health (E.P.H.) degree from the French School of Public Health, France, a Master of Science in Public Health from Jagiellonian University, Poland, a Master of Public Health from the University of Sheffield, UK, and a Medical Degree (M.B.B.S.) from N.T.R. University of Health Sciences, India. Previously he was a Visiting Associate Professor of Community and Environmental Health and Interim Director of the Bachelor of Science in Health Sciences program at Old Dominion University.

Mr. Andrew Kissel Lecturer of Philosophy and Religious Studies	\$45,000	7/25/17	10 mos
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Mr. Kissel received a B.A. in Philosophy from Georgetown University and is expected to receive a Ph.D. in Philosophy from The Ohio State University. Previously he taught in the Department of Philosophy at The Ohio State University.

Dr. Teresa Kouri Assistant Professor of Philosophy and Religious Studies (Tenure Track)	\$55,000	7/25/17	10 mos
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Dr. Kouri received a Ph.D. in Philosophy from The Ohio State University, an M.A. in Philosophy from the University of Calgary and a B.A. in Mathematics and Philosophy from Queen’s University. Previously she was a Lecturer in the Department of Philosophy at The Ohio State University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Caitlin Lynch Lecturer of Sociology and Criminal Justice	\$47,000	7/25/17	10 mos

Ms. Lynch received an M.S. in Criminology from California State University, a B.A. in Sociology from the University of California, Santa Barbara and is expected to receive a Ph.D. in Criminology and Criminal Justice from Old Dominion University. Previously she was an Instructor in the Department of Sociology and Criminal Justice at Old Dominion University.

Dr. Kalpana Mahadevan Lecturer of Chemistry and Biochemistry	\$47,000	7/25/17	10 mos
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Dr. Mahadevan received a Ph.D. in Organic Chemistry and an M.Sc. in Chemistry from the Indian Institute of Technology, India and a B.Sc. in Chemistry from Stella Maris College (Autonomous), University of Madras, India. Previously she was a Lecturer in the Department of Chemistry and Biochemistry at Old Dominion University.

Mr. Philip J. Mann Lecturer of Sociology and Criminal Justice	\$50,000	7/25/17	10 mos
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Mr. Mann received a J.D. from DePaul College of Law and a B.A. in History from the University of Illinois. Previously he was an Adjunct Professor in the Department of Sociology and Criminal Justice at Old Dominion University. (new position)

Ms. Minori Marken Lecturer of World Languages and Cultures	\$45,000	7/25/17	10 mos
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Ms. Marken received an M.A. in Language Education from Indiana University and a B.A. in Secondary Education from Shizuoka University. Previously she was a Lecturer of World Languages and Cultures at Old Dominion University.

Ms. Lucinda A. Rush Instruction Librarian and Librarian II	\$60,000	5/10/17	12 mos
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Ms. Rush received a Master of Library and Information Science from the University of South Carolina, a Master of Music Education from Shenandoah University and a Bachelor of Music from Longwood College. Previously she was an Education Reference Librarian at Old Dominion University.

Ms. Katherine Iacono Thompson Visiting Assistant Professor of Communication and Theatre Arts	\$55,000	7/25/17	10 mos
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Ms. Thompson received an M.Sc. in Dance Science from Trinity Laban, London and an M.F.A. in Dance Choreography and a B.A. in Dance from the University of Maryland. Previously she was an Adjunct Assistant Professor in the Department of Communication and Theatre Arts at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Jay K. Walker Assistant Professor of Economics (Tenure Track)	\$120,000	7/25/17	10 mos

Dr. Walker received a Ph.D. in Economics from the University of Memphis, an M.B.A. from the University of Mississippi and a B.S. in Economics and Finance from Arkansas Tech University. Previously he was an Assistant Professor of Economics at Niagara University. (Salary includes \$25,000 for participation in the Center for Economic Analysis and Policy)

Ms. Amy L. Yaroch-Meeker Lecturer of Nursing	\$64,890	7/25/17	10 mos
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Ms. Yaroch-Meeker received a Master of Science in Nursing Education from Walden University and a Bachelor of Science in Nursing from Old Dominion University. Previously she was a Lecturer of Nursing at Old Dominion University.

Mr. Weize Yu Instructor of Electrical and Computer Engineering (Tenure Track)	\$86,000	7/25/17	10 mos
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Mr. Yu received an M.S. in Microelectronics from the University of Chinese Academy of Sciences, a B.S. in Microelectronics from the University of Electronic Science and Technology of China and is expected to receive a Ph.D. in Electrical Engineering from the University of South Florida. Previously he was a Lab Instructor and Research Assistant at Virginia Polytechnic Institute and State University. (Rank will be Assistant Professor if all requirements for the Ph.D. degree are completed by August 1, 2017.)

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## 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.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Gail Dodge Dean of the College of Sciences and Professor of Physics	\$225,000	5/25/17	12 mos

Gail Dodge received a Ph.D. and an M.S. in physics from Stanford University and a B.A. in Physics from Princeton University. She joined the Physics Department at Old Dominion University in 1995. Dr. Dodge served as chair of the Physics Department from 2005 to 2011, establishing the Center for Accelerator Science. She was one of the co-founders of the Physics Learning Center, where students can drop in for tutoring help. She was honored in 2015 with the SCHEV Outstanding Faculty Award, given to faculty who exemplify the highest standards of teaching, research and service. She was also the recipient of the Gene. W. Hirschfeld Faculty Excellence Award from ODU in 2012 and the Francis Slack Award from the Southeastern Section of the American Physical Society in 2013.

From 2012 to 2014, Dr. Dodge served a two-year term as a visiting scientist and program manager at the National Science Foundation in Arlington, Virginia. There she was responsible for the \$17 million experimental nuclear physics program, including coordination with the Office of Nuclear Physics at the Department of Energy. Prior to working at NSF she served as a member of the Nuclear Science Advisory Committee, which advises DOE and NSF on priorities for nuclear science funding in the United States.

Dr. Dodge's research is in experimental nuclear physics. She is Principal Investigator or Co-PI of more than \$13M in grants and contracts and co-author on 135 refereed papers with more than 8000 citations. She established an NSF-funded Research Experience for Undergraduates program focusing on nuclear and accelerator physics in partnership with Jefferson Lab, which is now in its tenth year.

Ms. Kimberly Ross Director of Foundation Accounting and Chief Financial Officer, and Instructor	\$96,500	5/15/17	12 mos
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Ms. Ross received an M.B.A. from Old Dominion University. Previously, she worked as the Director of Accounting for the YMCA of South Hampton Roads, a non-profit organization with over \$49 million dollars in revenue.

Mr. Nnamdi Small Community and Student Success Director, Distance Learning, and Instructor	\$53,040	5/10/17	12 mos
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Mr. Small received an M.B.A. from Strayer University. Previously, he served as the Director of the Gladys P. Todd Academy at Germanna Community College in Fredericksburg, VA.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. Daryl Thomas Assistant Wrestling Coach and Assistant Instructor	\$40,310	5/10/17	12 mos

Mr. Thomas received a B.A. from the University of Illinois at Champaign-Urbana. Previously, he was the Head Wrestling Coach for Lincoln College in Lincoln, IL.

Ms. JaRena Whitehead Director of Human Resources for Employee Relations and Strategic Initiatives, and Instructor	\$103,500	5/15/17	12 mos
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Ms. Whitehead received an M.B.A. from Florida International University as well as the Senior Professional in Human Resources certification. Previously, she served as the Chief Human Resources Officer at Florida Memorial University in Miami Gardens, FL. Ms. Whitehead has also worked as the Deputy Chief Human Resources Officer for Radford University and as a Human Resources Manager for the University of Miami.

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### **EMERITA APPOINTMENTS**

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

<u>Name and Rank</u>	<u>Effective Date</u>
Suzanne Doviak Senior Lecturer Emerita of Mathematics and Statistics	June 1, 2017
Deborah Polca Senior Associate Athletic Director Emerita	July 1, 2017

#### **SUZANNE DOVIK**

Suzanne Doviak received an M.A. degree in Economics from Old Dominion University. She also took several advanced courses in the Darden College of Education at Old Dominion University.

Doviak joined Old Dominion University as Instructor of Economics in 1980. She taught economics until 1988 when she moved to the Department of Mathematics and Statistics as Instructor. She was promoted to Lecturer in 1999 and to Senior Lecturer in 2009. While at the Department of Mathematics and Statistics, she taught numerous mathematics courses ranging from College Algebra to Number Systems and Discrete Mathematics. Doviak served for many years as the key faculty member in the department who oversaw students in the Interdisciplinary Studies Teacher Preparation program. Her enthusiasm for teaching moved a

generation of students to choose careers in teaching mathematics. Doviak received a number of grants involving increasing content knowledge in mathematics and science for in-service teachers. She also worked with many campus groups to provide remedial instruction in mathematics, including a number of courses taught to incoming Engineering Management students.

In addition to her teaching, Doviak was very active in service activities. She served on numerous committees at the department as well as the University level. She served on the Interdepartmental Relations Committee, chaired the Ad-hoc Committee on Attendance, served as a coordinator for LADDERS, a program aimed at helping students on probation, and also served on NCATE, an Education re-accreditation committee. Doviak also served on the Board of the University Women's Caucus for many years.

#### DEBORAH POLCA

Deborah Polca, Senior Associate Athletic Director/Senior Women's Administrator, received a B.S degree in Education from Slippery Rock University and a Master's in Education with an emphasis in Sports Administration from Ohio University. Prior to joining Old Dominion, she held teaching, coaching and athletic administration positions at Villa Marie Academy, the University of Bridgeport, Saint Francis University, and Eastern Illinois University. Polca was named to the Saint Francis University Athletic Hall of Fame as an Athletic Administrator. While at Eastern Illinois, she was named to the NCAA Division I Women's Basketball Committee, which is responsible for selecting and seeding teams for the National Women's Basketball Tournament, and served a four-year term.

Polca joined Old Dominion University in 2004. She initially supervised as many as 12 sports as well as support staff in Athletic Training and Academics in any given year. With the decision to add football to ODU's intercollegiate sports, she was part of the planning for restructuring and adding to the department an additional women's sport, NCAA Varsity Rowing. Polca was named to the NCAA Division I Wrestling Committee, which is responsible for seeding and selections to the National Tournament, and served a four-year term. This appointment made her the first female to be named to the Division I wrestling committee.

Polca was involved in the restructuring of the Athletic Department to assist with managing the increase in the number of student-athletes housed and joining a new conference. She was tasked with finding new conferences for varsity sport programs that Conference USA did not sponsor. Those programs were Field Hockey (Big East), Wrestling (Mid-American Conference), Women's Rowing (Big 12), Women's Lacrosse (Atlantic Sun), Men's Swimming and Dive (Atlantic Sun), and the core conference (Conference USA) for the rest of the sports. In all of her positions, Polca was involved with conference affiliations and subcommittees and oversight for post-season participation.

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Committee members approved by unanimous vote the proposed changes to the policy on Academic Rank and Criteria for Ranks. The revisions establish additional non-tenure track faculty ranks, specifically clinical assistant professor, clinical associate professor, and clinical professor. The primary focus of these ranks is scholarship associated with professional practice expertise and service. The following resolution was brought forth as a recommendations of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

### **APPROVAL OF PROPOSED REVISIONS TO THE POLICY ON ACADEMIC RANK AND CRITERIA FOR RANKS**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the Policy on Academic Rank and Criteria for Ranks, effective July 1, 2017.

Rationale: The proposed revisions establish additional non-tenure track faculty ranks, specifically clinical professor, clinical associate professor, and clinical assistant professor. Faculty members must have a terminal degree in order to be eligible for these clinical ranks. The primary focus of these ranks is scholarship associated with professional practice expertise and service. Faculty members in these positions will devote most of their time to clinical teaching, supervision and service.

The additional clinical faculty ranks will assist with the recruitment of doctoral-educated individuals who would not otherwise consider non-tenure track lecturer appointments, but who are needed to meet SACSCOC and discipline-related educational requirements specific to faculty credentials for graduate-level teaching. The additional ranks will also incentivize faculty by providing additional career advancement opportunities within the non-tenure rankings for those with a terminal degree who focus their positions within clinical supervision, administration, or instruction.

In addition to the establishment of the clinical faculty ranks, the policy has been revised to state that no more than 35% of the faculty can be in non-tenure track faculty positions and that no specific college should employ more than half of its faculty in non-tenure track positions.

**NUMBER:** 1410

**TITLE:** Academic Rank and Criteria for Ranks

**APPROVED:** June 12, 1980; Revised February 24, 1984; Revised June 20, 1985; Revised December 13, 1988; Revised September 27, 1990; Revised March 11, 1991; Revised April 9, 1992; Revised April 8, 1993; Revised April 10, 1997; Revised April 9, 1998; Revised December 10, 1998; Revised April 12, 2001; Revised December 14, 2001; Revised April 12, 2002; Revised June 14, 2002; Revised December 12, 2003; 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 December 6, 2012 (eff. 1/1/13); Revised September 26, 2013; Revised September 18, 2014; Revised June 9, 2016 (eff. 7/1/16)

I. Board of Visitors Policy and Criteria for Academic Rank (Tenure-track Faculty)

- A. Full-time faculty members holding the following academic ranks are eligible to be considered for tenure after a suitable probationary period, and time at Old Dominion University in these ranks is counted toward the probationary period unless procedures for reduction in the probationary period are followed (see Policy on Initial Appointment of Teaching and Research Faculty).
1. Professor – This rank is one of the highest honors that the University can bestow.
    - a. Professors are teacher-scholars of genuinely national standing who have made recognized contributions to the University and to their disciplines. They are expected to have demonstrated excellence in teaching, to have performed recognized and outstanding research and scholarly activity in their fields of specialization, and to have been pre-eminent in professional service. Except under most unusual circumstances, the highest terminal degree in the field is required.
  2. Associate Professor - Appointment or promotion to the rank of associate professor is an honor based on demonstrable performance.
    - a. Criteria include an established high quality of performance in teaching, research, and service and pre-eminence in at least one of these areas. Except under most unusual circumstances, the highest terminal degree normally attainable in the field is required.
  3. Assistant Professor - Appointment or promotion to the rank of assistant professor is the usual rank upon initial hiring.
    - a. Criteria – This rank usually requires the highest terminal degree normally held in the field or its clear equivalent. Evidence of promise in teaching, research, and service is required. Faculty members holding the rank of assistant professor may be considered for tenure only if promotion to associate professor is simultaneously considered.

II. Board of Visitors Policy and Criteria for Academic Rank (Nontenured-track Faculty)

- A. Full-time faculty members holding the following ranks are not eligible for tenure, but time at Old Dominion University in these ranks may be counted as part of the probationary period for tenure, except as noted in paragraph 1.a. below. No more than 35% of faculty can be non-tenure-track faculty, and no specific academic college should employ more than half of its faculty as non-tenure-track faculty.
1. Instructor - Appointment to the rank of instructor is based on evidence of promise in teaching. Instructors normally hold master's degrees in their areas of specialization. There are three types of instructors at Old Dominion University:

- a. Faculty members normally lacking the highest terminal degree who are employed to teach undergraduate courses, usually on the freshman and sophomore levels - They normally receive annual appointments for a period of three years, but in exceptional circumstances they may be reappointed for a maximum of three additional annual contracts. They must be informed in writing at the time of the original appointment that their positions are not permanent and that they will not be eligible to be considered for tenure.
  - b. Instructors who are terminal degree candidates - Candidates for a terminal degree may be given annual appointments as instructors if they can provide evidence that they will complete all requirements for the terminal degree within the first year of teaching at Old Dominion University. An instructor in this category who completes this work, and whose department recommends reappointment, is given a second annual contract as an assistant professor and is eligible for tenure at the end of the usual probationary period. An instructor in this category who completes all degree requirements during the first semester at Old Dominion University is given the title of assistant professor for the second semester. An instructor in this category who does not complete all requirements for the terminal degree within the first year of employment is normally not reappointed for a second year, but a second annual contract as instructor may be granted with the approval of the chair, dean and provost and vice president for academic affairs; if all requirements for the degree are completed within the second year, the instructor is promoted to the rank of assistant professor. If all degree requirements are not completed during the second year, a third and terminal contract as instructor may be granted but the faculty member is not eligible for consideration for promotion or tenure.
  - c. Tenure-track, master's-level instructors - In certain professional departments in which the master's degree is the terminal degree, faculty members who have three years or less of full-time teaching experience at the college level are normally appointed initially to the rank of instructor. Such faculty members are eligible for promotion to the rank of assistant professor after two years in the instructor's rank on the recommendation of the chair and dean and on the approval of the provost and vice president for academic affairs. In exceptional cases, where professional experience is clearly demonstrated, the requirement of prior experience may be waived with the approval of the chair, dean, and provost and vice president for academic affairs.
2. The following full-time academic ranks do not carry tenure, but if a faculty member who has held one of these ranks is subsequently appointed to a tenure-track position as described in section I.A., time spent at Old Dominion University in one of these ranks may be counted as part of the probationary period for tenure.

- a. Visiting Professor - This rank is reserved for scholars of distinction who agree to come to the University for one year or less in order to serve a particular need in a college or department. Credentials equal to those required of a full professor are required.
  - b. Visiting Associate Professor - This rank is reserved for scholars of distinction who agree to come to the University for one year or less in order to serve a particular need in a college or department. Credentials equal to those required of an associate professor are required.
  - c. Visiting Assistant Professor - This rank is reserved for scholars of distinction who agree to come to the University for one year or less in order to serve a particular need in a college or department. Credentials equal to those required of an assistant professor are required.
3. The following academic ranks do not carry tenure, and time at Old Dominion University in these ranks is not counted as part of the probationary period for tenure. All appointments and reappointments are contingent upon available funding.
- a. Assistant Instructor - This is a full-time rank requiring at least a bachelor's degree in the area of specialization. Except under unusual circumstances, assistant instructors do not teach courses carrying degree credits.
  - b. Lecturer - This is a full-time rank that requires an appropriate master's degree and evidence of teaching ability. Demonstrated expertise in a specific field may also be required.
  - c. Senior Lecturer - This is a full-time rank that requires an appropriate master's degree, demonstrated expertise in the field, a sustained record of effective performance in teaching and professional service, evidence of continued development and study in the field, and a minimum of five years' experience at the rank of lecturer or equivalent. Persons appointed to this rank are expected to assume a predominantly instructional role, at undergraduate or graduate levels, and participate in other professional service activities normally assigned to or expected of full-time faculty.
  - d. Master Lecturer – This is a full-time rank that requires an appropriate master's degree, demonstrated expertise in the field, a sustained record of superior performance in teaching and professional service, evidence of recognition within teaching or professional service, evidence of continued development and study in the field, and a minimum of five years' experience at the rank of senior lecturer or equivalent. Persons appointed to this rank are expected to assume a predominantly instructional or leadership role, at undergraduate or graduate levels, and participate in other professional service activities normally assigned to or expected of full-time faculty.

- e. Faculty of Practice - Faculty of practice are appointed at the rank of professor, associate professor, or assistant professor. Such appointments are generally made for a specified term and do not lead to tenure or promotion during the specified term. A faculty of practice appointment may be for a term of one to three years and may be renewable under exceptional circumstances. Faculty members in such positions may be employed to work on a specific project or series of projects that could involve teaching, research or service or some combination of these activities. If used in teaching, they need to meet all university credential requirements. Employment of such faculty in project-related positions may be limited by the funds available. Faculty of practice may serve on some University-wide committees and, depending on college and department policies, may serve on some department and college committees. They cannot vote on appointments, retention, promotion, or tenure of faculty. Initial appointment or reappointment of faculty of practice must be reviewed and recommended for appointment or reappointment by the promotion and tenure committee of the department in question. A tenure-track faculty member who is denied tenure shall not be eligible for a faculty of practice appointment for five years after being denied tenure. Faculty of practice appointments should not exceed 10% of the total number of tenured/ tenure-track positions in a college.
- f. Intercollegiate Coach - This is a full-time rank normally requiring a master's degree and a record of demonstrated performance in the area of specialization. Persons holding this rank devote half time or less to the instruction of credit students. These positions are normally funded from both Commonwealth and non-Commonwealth sources.
- g. The University supports the involvement of distinguished practitioners from many disciplines and fields as academics as a means to enrich the experiences of students. Examples of such practitioners are as follows.
  - 1. Artist-in-residence - The holder of this position is a distinguished practitioner of the fine arts, employed either full time or part time by the University. In most cases, an artist-in-residence devotes half time or less to the instruction of credit students. The rest of the time, for a full-time faculty member, is devoted to noncredit course work and other public service activities; to unstructured instruction to University students; to professional service to the community; and to any combination of these activities. The main criterion for reappointment is pre-eminence in an artistic field, and the normal academic credentials, such as advanced degrees or experience in university teaching, are not necessarily required.
  - 2. Performer-in-residence - The description of this position is basically equivalent to that of artist-in-residence, except that the holder is a distinguished practitioner of the performing arts whose service to the University and the community may include performances available to the University community and to the region.



3. Writer-in-residence - The description of this position is basically equivalent to that of artist-in-residence, except that the holder is a creative writer of distinction.

#### h. Research Faculty

1. Research Professor - Faculty members in this position, which may be either full time or part time, are devoting most of their efforts to research and are normally not teaching more than one course a semester. These positions are normally funded from non-Commonwealth funds. A research professor must meet the research criteria demanded of a full professor in the relevant department.
2. Research Associate Professor - This position has the same credentials and expectations as that of research professor except that designation at this rank must also meet the research criteria for appointment to the rank of associate professor in the department(s) to which the research associate professor is attached.
3. Research Assistant Professor - This position has the same credentials and expectations as that of research associate professor except that this designation must also meet the research criteria for assistant professor in the department(s) to which the research assistant professor is attached.
4. Personnel with the title of research professor, research associate professor and research assistant professor may chair doctoral and master's committees provided they are certified as graduate faculty. Research personnel are subject to all University, college and department policies and procedures governing graduate teaching, program implementation, and oversight of graduate research and must undergo the same formal academic review and graduate certification as required of tenured and tenure-track faculty members.
5. Research Associate - This position has the same characteristics as that of research assistant professor except that those holding it meet the criteria for instructor in the department(s) to which they are attached.
6. Postdoctoral Research Associate - This position is generally reserved for a person who has recently completed his or her doctoral degree. While the primary employment activity will be research related, some teaching may be allowed. In general, these positions are funded through non-Commonwealth funds.

#### i. Clinical Faculty

1. Clinical Professor – Faculty members in this position are devoting most of their time to clinical teaching, supervision and service. They are expected to have demonstrated excellence in teaching, to have

performed recognized and outstanding scholarly activity in their fields of specialization, and to be pre-eminent in professional service. Recognition at the national or international level for teaching, service and scholarly accomplishments is required.

2. Clinical Associate – Faculty members in this position are devoting most of their time to clinical teaching, supervision and service. Criteria include an established high quality performance in teaching and service and pre-eminence in at least one of these areas. The candidate is expected to have scholarly accomplishments with a demonstrated or emerging prominence in his or her field at the state, regional, national or international level as appropriate.
3. Clinical Assistant – This position requires a terminal degree. Faculty members in this position are devoting most of their time to clinical teaching, supervision and service. Evidence of promise in teaching, scholarly work, and service is required.
4. Personnel with the title of clinical professor, clinical associate professor and clinical assistant professor may chair capstone projects in their clinical fields provided they are certified as graduate faculty. Clinical personnel are subject to all University, college and department policies and procedures governing graduate teaching, program implementation, and oversight of graduate research and must undergo the same formal academic review and graduate certification review as required of tenured and tenure-track faculty members.

j. Adjunct Faculty

1. Adjunct Professor - This rank is awarded to persons engaged in part-time teaching or special services who meet the criteria demanded of a full professor in the department(s) to which they are attached.
2. Adjunct Associate Professor - This position is awarded to persons engaged in part-time teaching or special services who meet the criteria established for associate professor in the department(s) to which they are attached.
3. Adjunct Assistant Professor - This position is awarded to persons engaged in part-time teaching or special services who meet the criteria established for assistant professor in the department(s) to which they are attached.
4. Adjunct Instructor - This position is held by part-time faculty members who meet the criteria established for instructor in the department(s) to which they are attached.

5. Adjunct Assistant Instructors - This position is held by part-time faculty members who meet the criteria established for assistant instructor in the department(s) to which they are attached.
  6. Adjunct Clinical Faculty, Adjunct Community Faculty - The titles adjunct clinical faculty or adjunct community faculty (as appropriate), with their respective ranks, may be awarded to persons engaged in part-time teaching or special services relating to the practical instruction of students, and who meet the professional and academic criteria for those ranks established in the department(s) to which they are attached. These titles pertain to persons who are not normally paid a salary by the university, but who supervise activities designed to give students practical experience in a given profession.
- k. Other - The president may recommend to the Board of Visitors the establishment of other nontenured positions to allow the appointment of persons distinguished in their fields but not covered by any of the above.

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Committee members approved by unanimous vote the proposed changes to the policy on Promotion in Rank. The revisions establish the criteria for promotion to clinical associate professor and clinical professor. The following resolution was brought forth as a recommendations of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

**APPROVAL OF PROPOSED REVISIONS TO THE  
POLICY ON PROMOTION IN RANK**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the Policy on Promotion in Rank, effective July 1, 2017.

Rationale: Because of the proposed changes to the policy on Academic Rank and Criteria for Ranks to create additional non-tenure track faculty ranks of clinical professor, clinical associate professor, and clinical assistant professor, the proposed changes to the policy on Promotion in Rank establish the criteria for promotion to clinical associate professor and clinical professor.

**NUMBER:** 1412  
**TITLE:** Promotion in Rank  
**APPROVED:** September 26, 2013; Revised June 9, 2016 (eff. 7/1/16)

I. Board of Visitors Policy

- A. Except for promotion to the rank of assistant professor, all promotions in rank are based on evaluation of the faculty member's performance in teaching, research, and service over the total time in the previous rank as compared to the criteria established by the Board of Visitors for the rank being considered and any other criteria established by the department or college.
- B. Promotion to the rank of associate professor must occur at the time of the tenure award.
- C. Promotion to the rank of full professor is normally considered no earlier than during the sixth year of a faculty member's service as associate professor at Old Dominion University. Exceptions are made only under the following circumstances:
  - 1. A faculty member who has held the rank of associate professor at another institution and was initially appointed to Old Dominion University at the rank of associate professor may be considered for promotion at the time of the award of tenure.
  - 2. A faculty member of extraordinary merit may be considered for promotion to the rank of full professor before the sixth year as associate professor at Old Dominion University.
- D. The president, upon the recommendation of the Faculty Senate, shall establish procedures for consideration of promotion to the rank of full professor (and designation as eminent scholar). Such procedures shall require consideration and recommendation by faculty members at the department and college level, the chair, the dean, and the University Promotion and Tenure Committee. The decision concerning promotion is to be made by the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against promotion, the faculty member may request a review by the president. The decision of the president is final.

II. Procedures for Promotion in Rank

- A. These procedures apply to promotion to the rank of full professor. Promotion to the rank of assistant professor is made by the provost and vice president for academic affairs following recommendation by the chair and dean. These procedures are designed to implement the Board of Visitors policy concerning promotion. The board policy is governing in all promotion cases.

B. Considerations Concerning Promotion

1. Each faculty committee and administrator considering a promotion case must specifically consider factors listed below as they apply to each case in the written recommendations that are submitted up the line to the provost and vice president for academic affairs. In the case of committees, the vote must be recorded in the recommendation, and the reasons produced by the minority members must be specified.
2. Each committee and administrator making a recommendation concerning promotion considers evidence of the faculty member's performance over the total time in which the previous rank has been held as compared to the guidelines for the rank being considered as established by the Board of Visitors and any other guidelines established by the department or college.
3. The total rank structure of the department should be considered.
4. At the least, the committees and administrators should examine faculty information sheets, chair evaluations, dean's evaluations, and any other evidence submitted by the faculty member, the chair of the department, or any other relevant source. 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 promotion. The evidence should address the quality of the journals and the reputation of book and other such publishers.

C. In the case of promotion to full professor, external evaluation of the faculty member's research and scholarly activity by nationally recognized experts in the field of specialization will be required.

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. In promotion of department chairs, the responsibility belongs to the dean.
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. The chair will select three reviewers from the candidate's list and three reviewers from the department tenure and promotion committee's list; the chair will provide the 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. As a general rule, external reviewers should not be co-authors or former mentors of the candidate. The selection of potential

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

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 promotion 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 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. A curriculum vitae 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 promotion of department chairs, the responsibility belongs to the dean.
  5. External reviewers will be asked to evaluate all submitted material mailed to them. Candidates for promotion are responsible for the preparation of the research portfolio and curriculum vitae to be sent to external reviewers. 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.
  6. All candidates for 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 candidate.
  7. The University and college administration will assist departments where reasonable expenses are necessary to obtain appropriate external reviews.
- D. A candidate for promotion in rank is initially considered by the faculty members in the department who hold the rank being considered or above:<sup>1</sup> Only faculty holding the rank of professor are eligible to deliberate and vote on candidates for promotion to professor.
1. In the case of large departments, the faculty members in the rank being considered or above may select a committee from their ranks to consider and make recommendations concerning promotion. In that case, it is the responsibility of the committee to elicit opinions from all faculty members holding the rank considered or above.

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<sup>1</sup> See the Schedules for Faculty Personnel actions in the appendix for specific dates and actions.

2. In departments where fewer than three members hold appointments in the rank being considered or above, the dean, in consultation with the chair, will appoint enough additional faculty in the rank or above from other disciplines to form a committee of at least three.
3. Candidates for promotion 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. No dean, associate dean, assistant dean, or other full-time administrator or department chair shall attend or participate in the deliberation of either the departmental, college, or University Promotion and Tenure Committee. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.
5. The college committees shall consist of one tenured faculty member from each department in the college. All members of the 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. There should be at least three 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. Only faculty holding the rank of professor are eligible to join the deliberations and the vote on candidates for promotion to professor. If the home department of a candidate for promotion to full professor has no full professor representing it on the college committee, a member of the departmental promotion committee for that candidate (convened as described in section D.1. and D.2. above) shall be elected to serve as its representative.
6. The University Promotion and Tenure Committee shall consist of one tenured faculty 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.<sup>2</sup> 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.
7. The faculty member involved is informed whenever a committee is considering promotion in rank and is given an opportunity either to appear before that committee (or group) considering the case, or to submit a

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<sup>2</sup>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 committee elected by each individual degree-granting college serve for an entire year, not for the spring semester of one year and the fall semester of the following year.

statement in writing in support of eligibility for promotion, or to correct any factual misrepresentation in previous recommendations.

8. In case of material developments, additional documentation may be added to the portfolio with the concurrence of the department chair and dean.
- E. The committee or faculty group makes its recommendation concerning promotion to the chair together with reasons for the recommendation (including a minority statement in the case of a split vote), and specifies the vote of the committee. All committee members should vote yes or no. The chair evaluates independently the credentials of the faculty member, the rank structure of the department, and any additional evidence presented, either by the faculty member or from any other source, and makes a recommendation, with reasons, concerning promotion.
- F. If either the departmental committee (or group), or the chair, or both recommend promotion, the faculty member's credentials together with the recommendation of the faculty committee and the chair will be forwarded to a promotion committee of the college for consideration. This committee will make an independent evaluation and make a recommendation concerning promotion with reasons (including reasons of the minority), to the dean. The recommendations will indicate the vote of the committee. All committee members should vote yes or no.
- G. If neither the faculty committee (or group) nor the chair recommend promotion, the faculty member will not be considered for promotion in the coming year unless a review by the college promotion committee and the dean is requested by the faculty member. If a review is requested, the departmental committee and the chair forward all documents to the promotion committee of the college, which examines them and makes a recommendation concerning promotion to the dean. All committee members should vote yes or no. The dean examines all documents, including the recommendation of the college committee, and makes a determination concerning promotion. If the dean's determination is negative and is in accordance with the recommendations of the departmental committee, the chair, and the college committee, then the faculty member is not promoted for the coming year. If the dean's determination is negative and is not in accordance with all previous recommendations, the faculty member may request a further review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final in such cases.
- H. The dean, considering all previous recommendations and all credentials, then makes a recommendation concerning promotion, which is forwarded, with reasons, to the provost and vice president for academic affairs.
- 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, including minority reasons, if any) concerning promotion which is forwarded to the provost and vice president for academic affairs. All committee members should vote yes or no.



- J. On the basis of all the evaluations and recommendations presented, and after consultation with staff, the provost and vice president for academic affairs makes a decision concerning promotion for the coming year. If the recommendations of the committees and administrators that have previously considered the case have not been in agreement with one another, or if the provost and vice president for academic affairs disagrees with the recommendations that have been in agreement with one another, the provost and vice president for academic affairs shall consult with the chair, the dean, and the University Promotion and Tenure Committee before reaching a final decision. The decision of the provost and vice president for academic affairs will consist of one of the following:
1. promotion
  2. deferral
- K. If the decision of the provost and vice president for academic affairs is for promotion, the faculty member will receive the higher rank in the subsequent academic year. The decision of the provost and vice president for academic affairs will be reported to the president.
- L. The faculty member may request that the president review a negative decision by the provost and vice president for academic affairs. The decision of the president is final.
- M. All promotions are reported by the president to the Board of Visitors.
- N. Copies of the recommendations by all committees, chairs, deans and the provost shall be provided to the faculty member being considered for promotion. The faculty member will be provided opportunity to correct any factual misinformation in such recommendations by placing a letter in his or her promotion file at any stage, or up until April 1 to the Provost.
- O. The above procedures at the department 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 those designated above in all cases.

### III. Research Faculty

- A. Promotion to the rank of research professor from the rank of research associate professor and promotion to the rank of research associate professor from the rank of research assistant professor shall be upon the recommendation of the department, chair, college promotion and tenure committee, dean and University Promotion and Tenure Committee to the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against the promotion, the person may request a review by the president. The decision of the president is final.

- B. The process for promotion to the rank of research professor and promotion to the rank of research associate professor will require external evaluation of the quality of the faculty member's research performance from nationally recognized experts in the faculty member's field; procedures for the external review process can be found in section II.C. of this policy.
- C. For those research faculty who only have appointments in one of the University-level research centers, the following promotion policy will apply. Research centers will establish a promotion committee to review faculty promotions and make recommendations to the center director. Appointments to this committee will follow the guidance of section II.D. of this policy pertaining to departments. This promotion committee should include at least one member from the academic department(s) most closely aligned to the center to ensure promotion considerations are being applied equitably between the faculty assigned to that department and those assigned to the center. In centers where fewer than three members hold appointments in the rank being considered or above, the center director will solicit members of the department(s) most closely aligned to the center, in consultation with the chair(s) of those department(s), to form a committee of at least three. The center director will review faculty promotion recommendations and will recommend to the vice president for research those members who have met the promotion criteria. The vice president for research will forward a recommendation regarding promotion to the Office of Academic Affairs for review by the University Promotion and Tenure Committee and the provost and vice president for academic affairs. The University Promotion and Tenure Committee will forward a recommendation to the provost and vice president for academic affairs. If the decision of the provost and vice president for academic affairs is for promotion, the faculty member will receive the higher rank in the subsequent academic year. The faculty member may request that the president review a negative decision by the provost and vice president for academic affairs. The decision of the president is final.

#### IV. Clinical Faculty

- A. Promotion to the rank of clinical professor from the rank of clinical associate professor and promotion to the rank of clinical associate professor from the rank of clinical assistant professor shall be upon the recommendation of the department promotion and tenure committee, department chair, college promotion and tenure committee, dean and University Promotion and Tenure Committee to the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against the promotion the person may request a review by the president. The decision of the president is final.
- B. The process for promotion to the rank of clinical professor and promotion to the rank of clinical associate professor will require external evaluation of the quality of the faculty member's scholarly activities from nationally recognized experts in the faculty member's field; procedures for the external review process can be found in section II.C. of this policy. The schedule for review will follow that of assistant, associate, and full professors.

- V. Part-time instructional faculty may be promoted in rank (for example, from adjunct assistant professor to adjunct associate professor) upon recommendation of the chair and dean to the provost and vice president for academic affairs. Full documentation of the credentials of the faculty member being recommended for promotion is required. If the provost and vice president for academic affairs denies the promotion, the faculty member may request a review by the president. The decision of the president is final.

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Committee members received the Annual Report on Committee actions for 2016-2017. In the report of the Vice President for Research, Morris Foster provided an update on four strategic research initiatives: Resilience, Data Science and Security (including Modeling and Simulation), Cybersecurity, and Port Logistics and Supply Chain and Maritime Engineering. He discussed state priorities for Neuroscience, Cybersecurity, and Autonomous Surface and Subsurface Vehicles. He also discussed the uncertainties of Federal funding priorities and noted particular opportunities in the Department of Defense, the National Institutes of Health, and NASA.

Provost Austin Agho discussed the results of the ODU Faculty Exit Interviews from 2012-2016. Fifty-seven former faculty members responded to the exit interview. The top five reasons faculty members left ODU are: salary, opportunities for research, teaching load, spouse/partner/family needs, and location/region.

#### **ADMINISTRATION & FINANCE COMMITTEE**

The Rector called on Mr. Tata for the report of the Administration & Finance Committee. Mr. Tata reported that Deb Swiecinski, Associate Vice President for Financial Services, presented the Resolution for Veterans Access, Choice and Accountability Act of 2014, as Amended by Public Law 114-315 in December, 2016. The following resolution was brought forth as a recommendations of the Administration and Finance Committee and was unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

#### **OLD DOMINION UNIVERSITY BOARD OF VISITORS**

#### **RESOLUTION IN SUPPORT OF THE VETERANS ACCESS, CHOICE AND ACCOUNTABILITY ACT OF 2014 (AS AMENDED BY PUBLIC LAW 114-315)**

WHEREAS, the Board of Visitors of Old Dominion University has the authority to set tuition and fee charges; and

WHEREAS, 38 U.S.C. 3679(c), the Veterans Access, Choice and Accountability Act of 2014 ("the Act") requires the U.S. Department of Veterans Affairs to disapprove programs of education for payment of benefits under the Post-9/11 GI Bill and Montgomery GI Bill-Active Duty at public institutions of higher education if such institutions charge qualifying veterans and

other qualified individuals ("covered individuals") tuition and fees in excess of the rate for in-state students for terms beginning after July 1, 2015; and

WHEREAS, the Board of Visitors approved a Resolution in Support of the Veterans Access, Choice and Accountability Act of 2014 ("the Act") at its meeting on June 11, 2015; and

WHEREAS, the Act was amended by Public Law 114-315 on December 16, 2016, modifying "covered individuals" as follows:

- A Veteran using educational assistance under either chapter 30 (Montgomery G.I. Bill – Active Duty Program) or chapter 33 (Post-9/11 GI Bill) of title 38, United States Code, who lives in the Commonwealth of Virginia while attending a school located in the Commonwealth (regardless of his/her formal State of residence) and enrolls in the school within three years of discharge or release from a period of active duty service of 90 days or more.
- Anyone using transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319) who lives in the Commonwealth of Virginia while attending a school located in the Commonwealth (regardless of his/her formal state of residence) and enrolls in the school within three years of the transferor's discharge or release from a period of active duty service of 90 days or more.
- Any using transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319) who lives in the state in which the institution is located (regardless of his/her formal State of residence) and the transferor is a member of the uniformed service who is serving on active duty.
- Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)) who lives in the Commonwealth of Virginia while attending a school located in the Commonwealth of Virginia (regardless of his/her formal State of residence).
- Anyone described above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the same school. The person so described must have enrolled in the school prior to the expiration of the three year period following discharge, release, or death described above and must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.

NOW, THEREFORE, BE IT RESOLVED that the tuition and fee rate for a course of education pursued by the categories of students described above shall be equal to the tuition and fee rate for that course of education charged to in-state students.

BE IT FURTHER RESOLVED that the President or his/her designee is delegated the authority to attest to (1) this action by the Board of Visitors; and (2) that this institution charges tuition and fees to uniformed services veterans and other qualified individuals covered under 38 U.S.C. 3679(c) at a rate equal to in-state tuition and fees for that course of education.

September Sanderlin, Vice President for Human Resources, briefed the Committee on the proposed revisions to Board Policy 1491, Annual Leave Policy for Administrative and Professional Faculty and Eligible Instructional and Research Faculty on Twelve-Month Contracts. The proposed changes include the annual leave for carryover date changes from June 10 to January 10, which will mirror the classified system and practices at some peer Virginia institutions. In addition, the revised policy will allow up to 15 days of annual leave payout at separation and will remove the option to carry over excess leave above the stated carryover amount upon vice presidential approval from one year to the next. The following resolution was brought forth as a recommendation of the Administration and Finance Committee and was unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

**APPROVAL OF PROPOSED REVISIONS TO THE  
ANNUAL LEAVE POLICY FOR ADMINISTRATIVE AND PROFESSIONAL  
FACULTY AND ELIGIBLE INSTRUCTIONAL AND RESEARCH FACULTY ON  
TWELVE-MONTH CONTRACTS**

RESOLVED, that upon the recommendation of the Administration and Finance Committee, the Board of Visitors approves the proposed revisions to the Annual Leave Policy for Administrative and Professional Faculty and Eligible Instruction and Research Faculty on Twelve-Month Contracts, effective July 1, 2017.

Rationale: The proposed revisions align the leave accrual period (currently based on the fiscal year) with the accrual period used for classified employees (calendar year), and allow for a payout of up to 15 days of unused leave upon separation. Under the current policy, administrative and professional faculty and eligible instructional and research faculty on twelve-month contracts can only receive a payout for unused leave if approved by the President.

The provision for the payment of up to 20 days of unused leave had been requested by the Association of University Administrators and was approved by the vice presidents and president. With this change, the provision to allow vice presidents to authorize leave carry-over above the established days (up to 20 days or 36 days if hired before July 1, 1993) from one calendar to the next has been eliminated.

**NUMBER:** 1491

**TITLE:** Annual Leave Policy for Administrative and Professional Faculty and Eligible Instructional and Research Faculty on Twelve-Month Contracts

**APPROVED:** September 16, 1983; Revised August 27, 1987; Revised June 15, 1989; Revised September 29, 1989; Revised September 23, 1993; Revised December 2, 1993; Revised September 22, 1994; Revised June 13, 2008

Old Dominion University, as a state agency and public institution, is supported by the Commonwealth of Virginia, a public employer committed to serving the interests of the taxpayers and ensuring accountability for using public funds effectively. Therefore, it is the

policy of the commonwealth and the university that faculty are not paid for time that they do not work, except when using appropriate leave time as set forth in policy by the university.

1. Administrative and professional faculty (AP faculty) including librarians and eligible instructional and research faculty on twelve-month contracts earn sixteen (16) hours of annual leave per month. Twelve-month teaching and research faculty who hold academic rank with departmental designation and have twenty-five (25) percent or less of their workload assigned to administrative duties are not eligible for annual leave. This annual leave is in addition to the twelve (12) holidays observed by the state. AP faculty employed on less than a twelve-month basis receive all state holidays scheduled during their employment period and annual leave at the rate of sixteen (16) hours per month. AP faculty who work less than 40 hours per work week accrue annual leave on a pro-rated basis.
2. Annual leave days are to be accrued monthly on the 16<sup>th</sup> of the month~~on the first of the month~~. Leave may be taken at any time subsequent to being earned but should be planned with regard to workload and office schedules. The dates of the leave must be approved in advance by the supervisor. In the interest of work life balance a manager should attempt to approve an employee's request for annual leave when doing so does not adversely impact university operations. Annual leave will not be accrued during any month in which the faculty member is on a leave without pay status. Those whose initial appointment or contract period begins in the middle of a month will accrue annual leave for the month during which he/she is hired.
3. A vice president may authorize annual leave advances, i.e. granting of leave prior to it being earned, when unusual circumstances dictate. Covered faculty members should submit a written request to the vice president which explains the reasons for the request. Should a faculty member resign prior to working the entire period during which the leave would have been earned, a payroll deduction will be initiated to recover the salary amount of the leave advance.
4. Workload and office schedules should be arranged so as to allow each faculty member full benefit of his/her annual leave. It is not in the best interest of either the university or the individual member for the employee to work a full year with less than full annual leave. However, to allow for special university requirements, a maximum of 20 days (160 hours) ~~thirty six (36)\* days (288 hours)~~ may be carried forward from one university leave fiscal year (January 10 to January 9)~~June 10 to the following June 9~~ to the next. For faculty members hired before July 1, 1993, the maximum leave carryover is 36 days (288 hours). Excess leave beyond the 20/36 days (160/288 hours) will be purged after the last day of the leave year (January 9). Annual leave balances may exceed the carryover maximums (20/36 days) ~~thirty six (36)\* days~~ during the leave~~university~~ fiscal year as a result of monthly accruals. ~~(\*Twenty days (160 hours) for covered employees employed on or after July 1, 1993.)~~
5. ~~Those whose initial appointment or contract period begins in the middle of a month will accrue annual leave for the month during which he/she is hired.~~
6. ~~Unless approved by the President, employees who terminate for any reason are expected to utilize all accumulated annual leave prior to their date of termination.~~

~~7. A vice president may grant an exception to the limit of annual leave that may be carried over into the next contract year when AP faculty have not been allowed to use their leave because of university and/or departmental work demands over a substantial period of time. Such exceptions should be given in writing and should indicate the timeframe during which the person must use the additional leave time. Written exceptions should be submitted to the Department of Human Resources.~~

~~58. Upon separation, faculty members covered by this policy will receive a lump sum payout of unused annual leave up to 15 days (120 hours). Faculty members can expect to receive the leave payout on the pay date subsequent to their last regular pay check. In general, those who terminate employment or an administrative assignment will not be compensated for any accrued, but unused, annual leave days that remain when they terminate that employment or assignment. However, in exceptional cases, where the presence of a key employee is required by the University until he/she actually terminates employment, the President may approve a lump sum payout equal to the value of the salary of accrued, but unused, annual leave days. The maximum number of accumulated leave days that may be so compensated is 36 for individuals employed prior to July 1, 1993, and 20 for individuals employed thereafter.~~

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Chief Rhonda Harris, Assistant Vice President for Public Safety, updated the Committee on campus safety initiatives, which included information on the successful reduction in crime on campus and the professional development of the members of the Police Department. The results of the Overall Campus Safety and Quality of Life initiative has resulted in a 76% reduction in burglaries and 35% reduction in total crimes in the residence halls, and a 36% reduction in violent crime and 80% reduction in burglaries campus-wide.

The Committee received the Capital Outlay Projects Status Report from Dale Feltes, Director of Design and Construction, and the Educational Foundation's Investment Report from Maggie Libby, Director of Accounting for Foundations and CFO.

### **STUDENT ENHANCEMENT AND ENGAGEMENT COMMITTEE**

The Rector called on Ms. Allmond for the report of the Student Enhancement and Engagement Committee. Ms. Allmond reported that Vice President Ellen Neufeldt presented a report on summer student success programs. Ivan Militar, student representative to the Board of Visitors, reported on Walk a Mile in Her Shoes, an event that is held annually at ODU in conjunction with Women's History Month in March to raise awareness about violence against women. He also spoke about Unity Fest, which celebrates ODU's tradition of diversity and inclusion.

Chief Rhonda Harris reviewed the jurisdiction of the University Police Department, Clery Act reporting responsibilities, and the Clery crime statistics for 2013-2017 to date.

Wood Selig, Athletic Director, provided an overview of our current athletic conference alignment and competitive standings for each of the 16 ODU intercollegiate programs.

He also provided a profile of incoming women's basketball coach Nikki McCray, who will be introduced to the Board during lunch.

### **UNIVERSITY ADVANCEMENT COMMITTEE**

The Rector called on Mr. Reidy for the report of the University Advancement Committee. Mr. Reidy reported that Vice President Alonzo Brandon presented dashboard items measuring productivity in the area of University Advancement. Jim Clanton, Director of Licensing, provided a financial update on royalties and reviewed trends in licensing. Ms. Joy Jefferson, Associate Vice President for Alumni Relations, presented on alumni events, programs and collaborations with campus partners.

### **CLOSED SESSION**

The Rector called on Ms. Allmond, who made the following motion, "Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Sections 2.2-3711(A) (1) and (7), for the purpose of discussing the evaluation and compensation of the President of institution and to consult with legal counsel on actual or potential litigation. The motion was duly seconded and unanimously approved by all members present and voting. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

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

At the conclusion of the closed session, the meeting was reconvened in open session, at which time the Interim Rector called for the Freedom of Information Act certification of compliance that (1) only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed and (2) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered. The certification of compliance vote was 11 in favor and none opposed. (*Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith*)

### **REPORT OF THE PRESIDENTIAL EVALUATION AND COMPENSATION COMMITTEE**

Rector Bennett reported that President Broderick's annual evaluation was excellent and the Board appreciates his leadership. He is now entering his tenth year as president and has done an outstanding job. The Presidential Evaluation and Compensation Committee has recommended a 5% salary increase, a one-time bonus of \$10,000 to be paid on July 1, 2017, and a leased vehicle provided by the Educational Foundation for three years upon retiring as president. Whereupon, the following motion was made by Mr. Mugler: "I move that we recognize President Broderick for his unparalleled leadership by giving him a 5% increase in salary, a one-time bonus of \$10,000, and, at the conclusion of his presidency, provide a vehicle for a period of 36 months. In addition, that the deferred compensation be included at the level consistent with this year, and all the provisions of the existing contract." The motion was seconded by Dr. Mary Maniscalco-



Theberge and unanimously approved by all members present and voting. *(Bradley, Cheng, Harris, Henry, Hill, Jones, Kemper, Maniscalco-Theberge, Mugler, Reidy, Smith)*

President Broderick thanked the Board, but asked that his salary increase be reduced to 3% to align with salary increases for University employees.

### **OLD/UNFINISHED BUSINESS**

There was no old or unfinished business to come before the Board.

### **NEW BUSINESS**

The Rector reminded the board that Vice President Alonzo Brandon will be scheduling individual meetings with board members to discuss prospects for fundraising.

Mr. Hill commented on the recent RFP that was issued for the design of the new football stadium and suggested that the University consider a design/build or public-private partnership option. At the request of the Rector, Chief Operating Harnage explained why the construction manager at-risk option was chosen and why, in his opinion, the other options were not appropriate for a complex project such as this one. University Counsel Nance added that the University looked at a public/private partnership option and the analysis appeared to indicate that we would get less for our money and the project would take more time because it adds a layer of oversight from Richmond. In a construction manager-at-risk process, the contractor has the opportunity in his bid to propose costs-saving measures or design improvements for the University's consideration, but the control remains with the University. He added that no major athletic facility has ever been built in Virginia on a public-private partnership plan.

Mr. Harnage explained the bid review process used for CM-at-Risk and noted that the review committee includes a representative from the Bureau of Capital Outlay Management. The committee also includes representatives from the University's Department of Design and Construction and the functional areas impacted by the project (in this case, Athletics). The Committee for the stadium will also include students. The Administration and Finance Committee of the Board receives a status report at every meeting on capital projects, and for new projects that report includes information on the RFP, how many proposals were submitted, and who was selected.

At President Broderick's request, Mr. Harnage provided a more detailed description of the selection process. He noted that the process is governed by the State's construction manual and BCOM prescribes exactly how procurements are conducted. Committee members review and score all submissions based on criteria published in the RFP. The top four candidates, determined mathematically, are advanced to a "short list" and are invited to meet with the committee to present their proposals. They are again scored individually by committee members and the top candidate enters into negotiations for costs, terms and conditions. If an agreement cannot be reached with that offeror, the committee meets with the next candidate, etc. Mr. Harnage reiterated that this process is not something developed by the University but is prescribed by the State and is used by all institutions to select both the design teams and the construction party whether it is a hard bid or CM-at-Risk.

Mr. Nance said that Board members will likely receive calls from contractors interested in the stadium project. However, he cautioned them against having any communication with any builder who may indicate a desire to be the chosen or selected builder for this project, as it is important that the process be above even the appearance of favoritism or impropriety.

In another matter, Vice Rector Lisa Smith said that she attended a session about board responsibility for athletics at the Association of Governing Boards conference in April. She has proposed that the Board consider adding a standing committee on athletics since it represents a large percentage of an institution's expenditures and revenues, has high visibility, has so many rules and regulations, and a number of students are affected by and receive scholarships through intercollegiate athletics. Many institutions have been caught "flat-footed" because they do not have the structure or policies in place to deal with issues as they arise. Rector Bennett said that this proposal will be discussed by the Executive Committee at its meeting on July 17 and would require a change to the Board's Bylaws. The Bylaws require a 45-day notice of any proposed revisions, so the timing will allow for that notice requirement for the September 21<sup>st</sup> meeting of the Board.

With no further business to be discussed, the meeting was adjourned at 2:23 p.m.