**APPROVED BY BOARD 9/22/16**

**OLD DOMINION UNIVERSITY**

**BOARD OF VISITORS**
**Thursday, June 9, 2016**

# **M I N U T E S**

The Board of Visitors of Old Dominion University held its annual meeting on Thursday, April June 9, 2016, at 8:45 a.m. in the Board Room of Webb University Center on the Norfolk campus. Present from the Board were:

Ronald C. Ripley, Rector
Yvonne T. Allmond
Carlton F. Bennett
David L. Bernd
John F. Biagas
Richard T. Cheng
Michael J. Henry
Mary Maniscalco-Theberge
Ross A. Mugler
Frank Reidy
Donna L. Scassera
William D. Sessoms, Jr.
Lisa B. Smith
Judith O. Swystun
Robert M. Tata
Fred J. Whyte
Petra Szonyegi *(Student Representative)*

Absent was: Alton J. Harris

Also present were:

John R. Broderick
Austin Agho
Bruce Aird
Ted Alexander
Alonzo Brandon
Dan Campbell
Jonathan Cawley
Leigh Comsudis
Chandra de Silva
Dale Feltes
Christopher Fleming
Morris Foster
Giovanna Genard
Velvet Grant
David Harnage
Scott Harrison
Etta Henry
Jeff Hyder
Todd Johnson
Elizabeth Kersey
Richard Massey
Donna W. Meeks
Karen Meier
Earl Nance
Ellen Neufeldt
Brian Payne
David Robichaud
Scott Robinson
September Sanderlin
Wood Selig
Deb Swiecinski
Cecelia Tucker
Jena Virga
Rusty Waterfield
Debbie White
Members of the media and public attended the morning session

## CALL TO ORDER

The Rector called the meeting to order at 8:45 a.m. He welcomed Austin Agho, newly appointed Provost and Vice President for Academic Affairs, and Petra Szonyegi, new student representative to the Board. He thanked Chandra de Silva for his service as the Interim Provost.

## FOOTBALL STADIUM PRESENTATION

Chief Operating Officer David Harnage and Jeff Hyder and Scott Robinson from Populous presented the results of the Football Stadium Feasibility Study, the options that were considered for the new stadium, and their recommendations for the Board's consideration.

President Broderick stated that the process was thorough and extensive. What the consultants will present is data-driven and will illustrate the opportunities to address the needs of the University for football competition facilities. Chief Operating Officer Harnage invited Board members to ask questions and interact with the presenters; the Rector stated that questions will be taken only from Board members during the presentation.

Jeff Hyder shared the results of the feasibility study conducted between June and July, 2015. Interviews were conducted with 25 academic and athletics staff members, 13 stakeholder groups (including donors), students, season ticket holders and alumni. This process yielded the following priorities: quality over quantity; maintain/enhance tailgate environment; create environment that cultivates social interaction and engages the student and alumni population; develop concepts that encourage diversity; provide multi-functional spaces; design solutions that include history of the region, city and campus; be a good neighbor to both the campus and community, and create an environment that utilizes the latest technology.

A Market Study was conducted between July and October, 2015. CSL and ODU prepared an online survey that targeted season ticket holders, local businesses, students, neighborhood organizations, alumni and the general publish. The study provided recommendations for ticket prices, cost of amenities, fundraising goals, stadium program, inventory of amenities and vital planning information. A chart showing the level of satisfaction with different components of the current stadium noted the greatest satisfaction with the game day atmosphere, view from seats, and stadium location, and the least amount of satisfaction with seat comfort, number and offerings of concessions, and number and quality of restrooms. The study also estimated patio suite, club suite and luxury suite demand at various price points. The survey indicated that a new stadium would result in a 27% attendance increase with a recommended capacity targeted to produce flexibility to expand, maintain the current atmosphere, and provide general and priority seating variety. The data-driven build-out recommendation is for 25,500 seats. The proposal is to build the stadium in two phases, with the phase one resulting in 21,900 seats and a final build capacity of 30,004 seats. This would include 1,010 new premium seats for a total of 1,904.

Scott Robinson said that Populous explored multiple stadium options on the west side of campus while continuing analysis at the Foreman Field location. Site utilities, flood plain data, traffic impact, parking capacity, and storm water and environmental impacts were studied. Initially Populous recommended relocating to the western edge of campus; however, the initial cost estimates for the new site began to approach $160M and land acquisition, relocation of the physical plant and other site issues added to that cost. As a result, ODU instructed the design

team to focus on the Foreman Field site for the new stadium. Data also supported the decision to rebuild at the Foreman Field site. 90% of the fans surveyed liked the game-day atmosphere at Foreman and indicated a strong desire to remain at Foreman; infrastructure is already in place; items on the "dissatisfaction" list from the fan survey can be overcome with a phased reconstruction; cost of a targeted and strategically implemented reconstruction can honor the venerable structure while modernizing amenities at an achievable cost threshold; the desired inventory of amenities in a new stadium can be achieved in a strategized rebuild; and the current site meets the required space needs.

A key requirement to accommodate the stadium rebuild is the narrowing of Bluestone Avenue by 14 feet. The modification will eliminate the parking lank will maintaining two-way travel, east sidewalk, and existing right-of-way. Utilities will be relocated and the street will convert to a pedestrian pathway on game day.

The Foreman Field rebirth includes design elements that address issues raised in the survey. For example, deeper seating treads, wider seats and chair-back seats will address the request for no more knees in backs; enhanced sightline ADA compliant seating across the entire field length addresses the need for better wheelchair/enhanced needs seating; open concourses, party decks, indoor clubs, outdoor patios and decks will provide places that encourage social interaction; an added tailgate plaza will be an area dedicated to students; code compliance fixture counts will result in more bathrooms; and an elevated concourse will provide for better fan circulation.

Chief Operating Officer Harnage described the proposed strategy and phasing for the project, noting that there are six components that can be built individually or in various combinations. Several scenarios were presented, with accompanying financial strategies, each resulting in 21,900 seats during Phase I and a final build of 30,004 seats. Scenario V, the recommended strategy, at a cost of $55M for the initial phase, will require no increase in student fees, assumes a $10M cash payment and $45M in debt financing at a 3.5% rate over a 20-year period. The east and west grandstands would be rebuilt to be code compliant and to provide comfortable chair-back seats as well as improved concessions, restrooms and fan circulation. It would provide 2,000 additional seats and is high quality, fiscally responsible, and responsive to fan expectations.

In response to questions from Board members, Mr. Harnage noted the following: the first phase focuses on quality over quantity; no funds from other programs will be reallocated since this is an auxiliary capital program that was created to pay debt service for athletic facilities; the ability to accomplish the first phase without raising student fees was an important driver for recommending this strategy; the re-build can be accomplished during two off-seasons without impacting the ability to play football at Foreman Field; the existing parking inventory will absorb the parking needed for the additional 2,000 seats; the elevated concourse will enable fans to reach their seats from above and to view the game when they go to restrooms and concessions; there will be a modified press box on the west side, flanked by new premium seats, that will be relocated in later phases; fixed concession stands and restrooms will more than double; grand stairs and elevators will take fans to the concourse level; students will have a tailgating area; elevated concourse opens up a log of space on the group and will include a two-story infill for future University use; and the brick archway will be preserved as an homage to the original stadium.

Future expansion plans include an additional level with ten new suites, additional club seats with an indoor club, relocation of press box to the upper level, north stands fill-in with a new student concourse; and relocation of home team locker rooms to north and scoreboard to south. The ROTC space will be included and the existing annex demolished. The tower will be the tallest building in the area.

Phase I will require General Assembly appropriation during its next session, followed by the design process that will take approximately one year before construction can begin. During the design process, presentations will be made to local civic leagues and other interest groups, after they are first shared with the Board.

In response to additional questions, Mr. Harnage said that the consultant's report did not examine ticket structure and pricing, which will be done at a later time. The open space under the concourse will be open space until its purpose is defined. The 60K sf can be used for storage, band practice and can also be converted to academic space. Mr. Tata asked him what he was most excited about; Mr. Harnage responded that the shape of the facility, its open concourse and the full chair-back seating are very unique. Dr. Maniscalco-Theberge expressed her appreciation for incorporating the ROTC facility in the design, which demonstrates how important the military is to the University and community.

At the conclusion of the presentation, Chief Operating Officer Harnage acknowledged the work of the consultants and University staff in this effort. President Broderick added that the proposal has the unconditional support of Wood Selig and Jena Virga. He thanked Mr. Harnage and the members of his staff who have put in countless hours and to the Rector for his participation in the process.

Mr. Mugler asked if the Board would receive copies of the presentation before it is asked to approve it. Mr. Harnage said that the presentation is being made available on the University website. Mr. Mugler said that he was uncomfortable voting on this without seeing the details, to which the Rector responded that the goal is for the administration to receive the Board's endorsement of the study and the capital project itself will require Board approval at a later date. Mr. Mugler still voiced his objection to voting on a study he hadn't seen. Mr. Whyte commented that the consultants, who are experts in their field, presented a proposal that results in no increase in student fees, is expandable to meet additional demand, and is comparable to other high quality stadiums. Mayor Sessoms said he respected the experts and administration and the Board should move forward to endorse the plan.

The Rector read the following statement, which upon a motion made by Mayor Sessoms and seconded by Mr. Whyte, was approved by the Board of Visitors. *(Approved: Allmond, Bennett, Bernd, Biagas, Cheng, Maniscalco-Theberge, Reidy, Scassera, Smith, Swystun, Tata, Whyte. Opposed: Henry, Mugler)*

> The Board of Visitors of Old Dominion University, on this date, agrees with and supports the redevelopment design concept plan of the Foreman Field Football Stadium ("Stadium Project") as presented by Populous Architects and Moseley Architects. Further, President John Broderick or his representative are authorized to negotiate and seek the necessary governmental approval and appropriation, complete the design, and proceed and implement the Stadium Project.

The meeting was recessed by the Rector at 10:00 a.m.

## RECONVENE MEETING AND APPROVAL OF MINUTES

The Rector reconvened the meeting at 12:45 p.m. and asked for a motion to approve the minutes of the regular meeting held on April 21, 2016. Upon a motion made by Dr. Mary Maniscalco-Theberge and properly seconded, the minutes were approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

## RECTOR'S REPORT

Rector Ripley commended President Broderick and Elizabeth Kersey for the University's excellent support this year in the General Assembly. He also praised President Broderick for his efforts that resulted in the donation by Carolyn and Dick Barry for the Art Museum.

The business model that was implemented last year is working well and has allowed for further engagement with the boards of the Foundations to identify new sources of funding to meet the University's strategic needs and priorities.

Mr. Ripley welcomed Provost Agho and Dean Adams to the Old Dominion University family and voiced his appreciation for having participated in the Provost's search along with Ross Mugler.

## PRESIDENT'S REPORT

The Rector called on President Broderick for his report. President Broderick shared a rendering of the new Barry Art Museum, made possible by a gift from Carolyn and Dick Barry valued at over $35M. The museum will feature an expensive collection of paintings and glass from the Barry's and will also house significant pieces of art by Charles Sibley, A.B. Jackson and others. It will become a destination in Hampton Roads and will create an opportunity for others to donate and loan their art to the University. It will be located across Hampton Boulevard from the new Education Building and next to the Ted Constant Convocation Center. Groundbreaking will take place next year with an anticipated opening in 2018.

President Broderick expressed his appreciation to Chandra de Silva for his service to the University. He said that he has never met anyone in a position of importance who was as well respected and well liked as Chandra is. He is classy, remarkable individual.

At the conclusion of his report, the President presented framed pictures of the Powhatan residence halls named for former rectors Ross Mugler, David Bernd and Fred Whyte and current rector Ron Ripley.

## REPORTS OF STANDING COMMITTEES

### AUDIT COMMITTEE

The Rector called on Ms. Swystun for the report of the Audit Committee. Ms. Swystun reported that Eric Sandridge, Audit Director for Higher Education Programs from the Auditor of Public Accounts, presented the results of the University's financial statement audit for the year ending June 30, 2015. No reportable findings were identified. One minor suggestion was made for the fixed-asset valuation procedure. Ms. Swystun congratulated the administration for receiving an unqualified opinion from the Auditor of Public Accounts.

Amanda Skaggs, Internal Audit Director, updated the Committee on the department's operations focusing on audits in progress and other projects and initiatives underway. She presented the 2016 audit plan and shared the results of the annual risk assessment. The Committee approved the plan as submitted.

The Committee received in closed session details of recent audits and reviews for the Offices of Counseling Services and Strategic Communication and Marketing. Ms. Skaggs also shared a summary of the Commonwealth's hotline investigations that were referred to her office over the past year.

### ACADEMIC & RESEARCH ADVANCEMENT COMMITTEE

The Rector called on Mr. Bennett for the report of the Academic & Research Advancement Committee. Following closed session, committee members approved by the appointment by unanimous vote. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

#### 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. Stephanie G. Adams as Dean of the Frank Batten College of Engineering and Technology and Professor of Engineering Management and Systems Engineering with the award of tenure in the Department of Engineering Management and Systems Engineering, effective July 10, 2016.

Salary: $270,000 for 12 months
Rank: Dean of the Frank Batten College of Engineering and Technology and Professor of Engineering Management and Systems Engineering

The following contains my recommendation for the initial appointment with tenure of Dr. Stephanie G. Adams as Professor in the Department of Engineering Management and Systems Engineering in the Batten College of Engineering and Technology. Dr. Adams received her Ph.D. in 1998 in Mechanical Engineering from Texas A&M University. She was an Assistant

Professor of Industrial and Management Systems Engineering at the University of Nebraska at Lincoln, Nebraska (1998-2004) and Associate Professor (2004-2008) at the same institution. After three years' service (with tenure) as Associate Professor of Mechanical Engineering at Virginia Commonwealth University (2008-2011) she served as Professor of the Department of Engineering Education at Virginia Polytechnic Institute and State University (Virginia Tech) (2011-2016).

Among the administrative responsibilities held by Dr. Adams are the following assignments: Interim Associate Dean and Special Assistant to the Dean (2002-2004), Assistant Dean for Research (2004-2006), Associate Dean for Undergraduate Education (2007-2008), all in the College of Engineering, University of Nebraska, Associate Dean for Undergraduate Studies, School of Engineering, Virginia Commonwealth University (2008-2010) and Head of the Department of Engineering Education at Virginia Tech) from 2011 to 2016 where she managed a budget of over $3 million.

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. 50]. 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."

Dr. Adams has taught both undergraduate and graduate students in four different institutions. She supervised twenty successful graduate students. She won the 2004 University of Nebraska Holling Teaching/Mentoring/Advising Award. The numerical student evaluations she has provided from her teaching at the University of Nebraska suggest that her students rated her highly. She has 22 refereed journal publications, 33 refereed conference proceedings publications, 5 book chapters and two co-authored books. She received an NSF CAREER Award in 2004. She has been PI or Co-Pi for grants worth over $12 million. She has participated and held office at the national level in professional organizations and was Program Officer of the Division of Engineering Education and Centers of the National Science Foundation for two years (2005-2007).

Recommendations in support of tenure at the rank of Professor with tenure for Dr. Adams were received from the departmental, college, and university promotion and tenure committees, as well as from the department's chair and the college dean. Tenure is recommended unanimously by the Promotion and Tenure Committee of the Department of Engineering Management and Systems Engineering (8-0), the Chair of the Department of Engineering Management and Systems Engineering, the Promotion and Tenure Committee of the Batten College of Engineering and Technology (5 for and 0 against with no abstentions), the Dean of the College, and 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. Adams easily meets the standards for tenure at the rank of Professor in the Department of Engineering Management and Systems Engineering at Old Dominion University.

Committee members approved by unanimous vote the resolutions on 14 faculty appointments and seven administrative 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. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

## FACULTY APPOINTMENTS

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

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Mr. Peter M. Adams<br>Lecturer of English | $43,000 | 7/25/16 | 10 mos |

Mr. Adams received an M.A. in Mass Communications/Journalism from the University of Georgia and a B.A. in Communications from Fordham University. Previously he was an English Instructor for Norfolk Public Schools at Booker T. Washington High School and an Adjunct Faculty member at Old Dominion University.

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| Dr. Sanjeevi Chitikeshi<br>Assistant Professor of Engineering Technology (Tenure Track) | $74,000 | 7/25/16 | 10 mos |

Dr. Chitikeshi received a Ph.D. and a Master's in Electrical and Computer Engineering from Southern Illinois University, a Master's in Mathematics and Statistics from Murray State University and a Bachelor's in Electrical and Electronics Engineering from Jawaharlal Nehru Technological University, India. Previously he was an Assistant Professor in the Institute of Engineering Department at Murray State University.

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| Dr. Caitlin V. M. Cornelius<br>Post-Doctoral Research Associate, Virginia Modeling, Analysis & Simulation Center | $50,000 | 7/10/16 | 12 mos |

Dr. Cornelius received a Ph.D. in Criminology from Old Dominion University, an M.A. in Criminal Justice from the University of Toledo, and a B.A. in Political Science from Salisbury University. Previously she was an Adjunct Instructor at Old Dominion University.

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| Dr. Jeffrey DiScala<br>Assistant Professor of Teaching and Learning (Tenure Track) | $61,000 | 7/25/16 | 10 mos |

Dr. DiScala received a Ph.D. in Information Studies and an M.L.S. in School Library Specialization from the University of Maryland and a B.A. in Psychology from the University of Illinois, Urbana-Champaign. Previously he was a Lecturer in the College of Information Studies at the University of Maryland.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Dr. Erika F. Frydenlund<br>Research Assistant Professor, Virginia Modeling, Analysis & Simulation Center | $90,000 | 6/10/16 | 12 mos |

Dr. Frydenlund received a Ph.D. in International Studies from Old Dominion University, an M.S. in Applied Statistics from Virginia Polytechnic Institute and State University and a B.S. in Applied Mathematics from the University of South Carolina. Previously she was a Senior Project Scientist at Virginia Modeling, Analysis & Simulation Center and an Adjunct Lecturer in the Women's Studies Department at Old Dominion University. (new position)

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| Mr. Dennis L. Harvey<br>Lecturer of Finance | $64,272 | 7/25/16 | 10 mos |

Mr. Harvey received a Master's of Human Resources and a Master of Business Administration from Troy State University and a Bachelor of Science in Marketing from Old Dominion University. Previously he was an Instructor of Finance at Old Dominion University and an Instructor at Bryant and Stratton College.

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| Ms. Ming Hong<br>Lecturer of Art | $43,000 | 7/25/16 | 10 mos |

Ms. Hong received an M.F.A. from Washington University and a B.F.A. in Drawing and Painting from the University of Kentucky. Previously she was an Art Instructor at Midway University.

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| Dr. Jill M. Krahwinkel<br>Assistant Professor of Counseling and Human Services (Tenure Track) | $59,000 | 7/25/16 | 10 mos |

Dr. Krahwinkel received a Ph.D. in Counseling and Counselor Education from North Carolina State University, an M.Ed. in Mental Health Counseling from Western Kentucky University and a B.A. in Psychology from Murray State University. Previously she was a Senior Lecturer of Counseling and Human Services at Old Dominion University.

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| Dr. Weidong Li<br>Lecturer of Mathematics and Statistics | $45,620 | 7/25/16 | 10 mos |

Dr. Li received a Ph.D. in Fluid Dynamics from Graduate University of Chinese Academy of Sciences and a B.Sc. in Engineering Mechanics from Wuhan University of Science and Technology. Previously he was a Post-Doctoral Research Associate in the Department of Mathematics and Statistics at Old Dominion University.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Dr. Zhanping Liu | $82,000 | 7/25/16 | 10 mos |

Assistant Professor of Modeling, Simulation and Visualization Engineering (Tenure Track)

Dr. Liu received a Ph.D. in Computer Science from Peking University, an M.S. in Computer Science from Tianjin Normal University, and a B.S. in Mathematics from Nankai University, P.R. China. Previously he was an Assistant Professor in the Department of Computer Science at Kentucky State University.

Dr. Bethany Ober Mannon $59,000 7/25/16 10 mos
Visiting Assistant Professor of English and Women's Studies

Dr. Mannon received a Ph.D. and an M.A. in English from Pennsylvania State University and a B.A. in English from the University of Connecticut. Previously she was a Postgraduate Research Associate and a Graduate Instructor at Pennsylvania State University.

Ms. Megan L. McKittrick $43,000 7/25/16 10 mos
Lecturer of English

Ms. McKittrick received an M.A. in English and is pursuing a Ph.D. in English from Old Dominion University and a B.A. in English from California State University, Fresno. Previously she was an Instructor in the Department of English and Academic Skills at Old Dominion University.

Dr. Mohamed Mekkawy $82,400 7/25/16 10 mos
Assistant Professor of Civil and Environmental Engineering (Tenure Track)

Dr. Mekkawy received a Ph.D. and an M.S. in Geotechnical Engineering and a B.S. in Civil Engineering from Iowa State University. Previously he was an Associate Engineer at McNeilan and Associates, LLC and an Adjunct Assistant Professor at Old Dominion University. (new position)

Dr. Amy K. Milligan $63,000 7/25/16 10 mos
Assistant Professor of Women's Studies (Tenure Track)

\Dr. Milligan received a Ph.D. in American Studies from Pennsylvania State University, an M.T.S. from Duke University and a B.A. in Religious Studies and German from Elizabethtown College. Previously she was Director of Faculty Development and Support at Pennsylvania College of Health Sciences. (Batten Endowed Professorship in Jewish Studies) (new position)

Ms. Katie Rafferty $44,990 7/25/16 10 mos
Lecturer of Mathematics and Statistics

Ms. Rafferty received an M.S. in Computational and Applied Mathematics and a B.S. in Mathematics from Old Dominion University. Previously she was a Graduate Teaching Assistant in the Department of Mathematics and Statistics at Old Dominion University.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Mr. Eric Schussler<br>Instructor of Physical Therapy and Athletic Training (Tenure Track) | $75,000 | 7/25/16 | 10 mos |

Mr. Schussler received a Masters of Physical Therapy and a B.A. in Psychology from Gannon University and is expected to receive a Ph.D. in Health and Rehabilitation Sciences from The Ohio State University. Previously he was a Teaching Assistant in the School of Health and Rehabilitation Sciences at The Ohio State University. (Rank will be Assistant Professor if all requirements for the Ph.D. degree are completed by August 1, 2016)

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| Ms. Alison E. Stinely<br>Assistant Professor of Art (Tenure Track) | $54,000 | 7/25/16 | 10 mos |

Ms. Stinely received an M.F.A. in Painting from Indiana University and a B.F.A. in Painting from Edinboro University of Pennsylvania. Previously she was an Instructor at Edinboro University of Pennsylvania and an Instructor at Jamestown Community College.

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| Mr. Matthew R. Twiford<br>Lecturer of Music | $42,000 | 7/25/16 | 10 mos |

Mr. Twiford received a Master of Arts in Audio Technology from American University and a Bachelor of Science in Music Production from Full Sail University. Previously he was an Adjunct Professor and Teaching Assistant at American University.

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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.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Ms. Delgerjargal Betcher<br>International Student Advisor and Instructor | $36,000 | 4/10/16 | 12 mos |

Ms. Betcher received a Master of Arts in International Studies and a Master of Public Administration from Old Dominion University. Previously she was a Graduate Administrative & Advising Assistant and International Services Coordinator in the Office of Visa and Immigration Service Advising at Old Dominion.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Mr. Kyle Hutter<br>Assistant Wrestling Coach and Instructor | $40,310 | 4/10/16 | 12 mos |

Mr. Hutter earned a Bachelor of Science in Business Administration in both Accounting and Finance and an M.S. in Accounting from Old Dominion. Previously he was the volunteer wrestling coach at Old Dominion.

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| Mr. David Robichaud<br>Assistant Director of Design and Construction and Instructor | $102,000 | 5/10/16 | 12 mos |

Mr. Robichaud earned a B.S. degree from Worcester Polytechnic Institute and an M.B.A. from Averett College. Previously he was a Project Manager at the University of Virginia and Director of Design and Construction at Old Dominion University. Most recently, he formed PlanRight, LLC, a project management firm that provided services to a variety of clients.

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| Ms. Kristyn Rose<br>Instructional Designer and Instructor | $66,000 | 5/10/16 | 12 mos |

Ms. Rose earned an M.E.D. from Texas Tech University. Previously she was an Instructional Designer for Distance Education at Colorado Mesa University.

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| Ms. Demetrice Smith<br>Community and Student Success Director and Instructor | $53,040 | 5/25/16 | 12 mos |

Ms. Smith earned an M.S. in Adult Education: Higher Education Administration from North Carolina A&T University and a Bachelor of Arts in English from UNC-Greensboro. Previously she was the Assistant Director of the Office of Student Services in the School of Education at UNC-Greensboro.

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| Ms. Junfang Zhang<br>Head of Systems Development University Libraries | $75,000 | 7/25/16 | 12 mos |

Ms. Zhang received a Certificate of Advanced Studies in Library and Information Science from the University of Illinois at Urbana-Champaign and an M.S. and B.S. in Information Science from Peking University, China. Previously she was Systems Librarian at Amarillo College Library and Houston Community College Library.

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Committee members approved by unanimous vote the proposal to rename the Department of Foreign Languages and Literatures. The current name does not accurately reflect the present-day field of teaching language skills and in-depth cultural understanding. The proposed new name is more precise in representing both the pedagogical approach embraced by the faculty and their scholarly research. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members

present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

## APPROVAL TO RENAME THE DEPARTMENT OF FOREIGN LANGUAGES AND LITERATURES THE DEPARTMENT OF WORLD LANGUAGES AND CULTURES

RESOLVED, that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves renaming the Department of Foreign Languages and Literatures the Department of World Languages and Cultures effective July 1, 2016.

Rationale: The current name of the department does not accurately reflect the present-day field of teaching language skills and in-depth cultural understanding. The proposed new name is more precise in representing both the pedagogical approach embraced by the faculty—teaching both literary and cultural works—and their scholarly research of a variety of cultural texts. The new name also represents oral communication skills that are key in the languages taught in the department, critical thinking skills that teach students to analyze complex global issues leading to improved global citizenship, and an emphasis on cross-cultural communication.

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Committee members approved by unanimous vote the proposed revisions to the policy on Academic Rank and Criteria for Ranks. The revision would create a new Master Lecturer rank for non-tenure track faculty to be used for those with superior records. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

## APPROVAL OF PROPOSED REVISION 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 revision to the policy on Academic Rank and Criteria for Ranks effective July 1, 2016.

Rationale: The revision proposed to the policy on Academic Rank and Criteria for Ranks would create a new Master Lecturer rank for non-tenure track faculty. The proposal for the new rank was developed initially by a faculty committee.

The Master Lecturer rank aligns with the current definitions used for Lecturer and Senior Lecturer but would provide another level that would be reserved for those with superior records. It will incentivize teaching faculty by providing an additional career advancement opportunity within the non-tenure track rankings.

**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.

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. <u>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.</u>**

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.

h. 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.

i. 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 revisions to the policy on Lecturers and Senior Lecturers and Promotion of Lecturers. The revisions provide a description of the proposed new rank of Master Lecturer, including the qualification, the process for promotion for Master Lecturer, and the evaluation process. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

**APPROVAL OF PROPOSED REVISIONS TO THE POLICY ON EVALUATION OF LECTURERS AND SENIOR LECTURERS AND PROMOTION OF LECTURERS**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the policy on Evaluation of Lecturers and Senior Lecturers and Promotion of Lecturers effective July 1, 2016.

Rationale: The revisions to the policy on Evaluation of Lecturers and Senior Lecturers and Promotion of Lecturers provide a description of the proposed new rank of Master Lecturer. Information has been added to the policy to address the qualifications for Master Lecturer, the process for promotion from Senior Lecturer to Master Lecturer, and the evaluation process.

**NUMBER:** 1417

**TITLE:** Evaluation of Lecturers, ~~and~~ Senior Lecturers, and Master Lecturers and Promotion of Lecturers and Senior Lecturers

**APPROVED**: September 26, 2013; **Revised June 9, 2016 (eff. 7/1/16)**

The academic ranks of lecturer, ~~and~~ senior lecturer, and master lecturer do not carry tenure, and time at Old Dominion University in these ranks is not counted as part of the probationary period for tenure. These ranks are intended to meet the University's need to fill special instructional roles that differ from the traditional university faculty role, preparation, and expectation. All appointments and reappointments are contingent upon available funding.

A. 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. 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.

1. Evaluation

a. Persons initially appointed at the rank of lecturer will be evaluated and a decision made concerning their reappointment on an annual basis, according to the policy on "Reappointment or Nonreappointment of Faculty." In addition, during the fall semester of the fifth year of service, persons holding this rank will receive a major faculty review. This review will be conducted by the dean and will include an in-

depth evaluation of the individual's teaching effectiveness and other professional activities, as well as the needs of the department. The purposes of this review shall be to evaluate the individual's performance and determine whether he or she should be retained beyond the fifth year. An evaluation report should be submitted to the provost and vice president for academic affairs following completion of the review at the college level.

b. If the evaluation is positive and the dean's recommendation on retention is affirmative, the individual may be offered an appointment for the next three academic years. Those persons who are reappointed in this manner shall be subject to another in-depth review conducted by the dean during the fall semester of the third year of the reappointment. Lecturers may be reappointed for additional three-year periods by utilizing the same procedure as described above.

c. If the decision is made not to retain the lecturer, either after the fifth year of initial service or subsequent three-year appointments, he or she will be notified of termination according to the appropriate schedule contained in the policy on "Reappointment or Nonreappointment of Faculty" and may request a review of the nonreappointment decision by the provost and vice president for academic affairs as provided by the same policy.

2. Promotion **from Lecturer to Senior Lecturer**

Promotion to the rank of senior lecturer from the rank of lecturer shall be upon the recommendation of the department promotion and tenure committee, chair, and college promotion and tenure committee to the dean of the college.

a. The candidate prepares and submits to the department chair his/her professional accomplishments to include at a minimum a curriculum vitae prepared in accordance with the Guidelines from the Provost's Office, a list of teaching assignments with teaching portfolio evaluations, student opinions both quantitative and qualitative, all annual evaluations by the department chair and dean, and other relevant materials. The chair forwards the credentials to the department promotion and tenure committee.

b. The department promotion and tenure committee reviews the credentials, votes, and makes a recommendation. The vote should be recorded. The recommendation and votes are submitted to the department chair with a copy to the lecturer seeking promotion.

c. The department chair makes an independent evaluation and recommendation with copies to the lecturer seeking promotion and forwards all credentials and recommendations to the college promotion and tenure committee.

d. The college promotion and tenure committee reviews the documents, votes, and makes a recommendation. The materials, votes and other documents are forwarded to the dean.

1. If the dean decides against the promotion, the candidate may request a review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final.

2. If the recommendation is positive, the promotion becomes effective at the start of the subsequent academic year.

B. 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.

1. Evaluation

a. Persons initially appointed at the rank of senior lecturer will be evaluated and a decision made concerning their reappointment on an annual basis, according to the policy on the "Reappointment or Nonreappointment of Faculty." In addition, during the fall semester of the fifth year of service, persons holding this rank will receive a major faculty review. This review will be conducted by the dean and will include an in-depth evaluation of the individual's teaching effectiveness and other professional activities as well as needs of the department. The purposes of this review shall be to evaluate the individual's performance and determine whether he or she should be retained beyond the fifth year. An evaluation report should be submitted to the provost and vice president for academic affairs following completion of the review at the college level.

b. If the evaluation is positive and the dean's recommendation on retention is affirmative, the individual may be offered an appointment for the next three academic years. Those persons who are reappointed in this manner shall be subject to another in-depth review conducted by the dean during the fall semester of the third year of the reappointment. Senior lecturers may be reappointed for additional three-year periods by utilizing the same procedure as described above.

c. If the decision is made not to retain the senior lecturer either after the fifth year of initial service or subsequent three-year appointments, he or she will be notified of termination according to the appropriate schedule contained in the policy on "Reappointment or Nonreappointment of Faculty" and may request a review of the nonreappointment decision by the provost and vice president for academic affairs as provided by the same policy.

**2. Promotion from Senior Lecturer to Master Lecturer**

**Promotion to the rank of master lecturer from the rank of senior lecturer shall be upon the recommendation of the department promotion and tenure committee, chair, and college promotion and tenure committee to the dean of the college.**

a. **The candidate prepares and submits to the department chair his/her professional accomplishments to include at a minimum a curriculum vitae prepared in accordance with the Guidelines from the Provost's Office, a list of teaching assignments with teaching portfolio evaluations, student opinions both quantitative and qualitative, all annual evaluations by the department chair and dean, and other relevant materials. The chair forwards the credentials to the department promotion and tenure committee.**

b. **The department promotion and tenure committee reviews the credentials, votes, and makes a recommendation. The vote should be recorded. The recommendation and votes are submitted to the department chair with a copy to the senior lecturer seeking promotion.**

c. **The department chair makes an independent evaluation and recommendation with copies to the senior lecturer seeking promotion and forwards all credentials and recommendations to the college promotion and tenure committee.**

d. **The college promotion and tenure committee reviews the documents, votes, and makes a recommendation. The materials, votes and other documents are forwarded to the dean.**

1. **If the dean decides against the promotion, the candidate may request a review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final.**

**C. 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.**

**1. Evaluation**

a. **Persons initially appointed at the rank of master lecturer will be evaluated and a decision made concerning their reappointment on an annual basis, according to the policy on the "Reappointment or Nonreappointment of Faculty." In addition, during the fall semester of the fifth year of service, persons holding this rank will receive a major faculty review. This review will be conducted by the dean and will include an in-depth evaluation of the individual's teaching effectiveness and other professional activities as well as needs of the department. The purposes of this review shall be to evaluate the individual's performance and determine whether he or she should be retained beyond the fifth year. An evaluation report should be submitted to**

**the provost and vice president for academic affairs following completion of the review at the college level.**

**b. If the evaluation is positive and the dean's recommendation on retention is affirmative, the individual may be offered an appointment for the next three academic years. Those persons who are reappointed in this manner shall be subject to another in-depth review conducted by the dean during the fall semester of the third year of the reappointment. Master lecturers may be reappointed for additional three-year periods by utilizing the same procedure as described above.**

**c. If the decision is made not to retain the master lecturer either after the fifth year of initial service or subsequent three-year appointments, he or she will be notified of termination according to the appropriate schedule contained in the policy on "Reappointment or Nonreappointment of Faculty" and may request a review of the nonreappointment decision by the provost and vice president for academic affairs as provided by the same policy.**

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Committee members approved by unanimous vote the proposed revisions to the policy on Tenure. The proposed revisions reflect current practice and provide clarification regarding the confidentiality of deliberations and the notification provided to faculty members during the tenure process. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

**APPROVAL OF PROPOSED REVISIONS TO THE POLICY ON TENURE**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the policy on Tenure effective July 1, 2016.

Rationale: The revisions proposed for the policy on Tenure reflect current practice and are intended to clarify the tenure process. The first revision states that the deliberations of all promotion and tenure committees are confidential. The second set of revisions specify that a copy of the recommendation letter for tenure at all levels be provided to the faculty member. The revisions also specify who is responsible for sending the letters.

**NUMBER:** 1411

**TITLE:** Tenure

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

I. Purpose of Tenure - 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. For these reasons, tenure is awarded only after a suitable probationary period, and the decision to award tenure is based both on the merit of the individual faculty member and on the long-term needs and mission of the department, the college, and the University.

II. Eligibility for Tenure

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

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

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

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

III. Probationary Period

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

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

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

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

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

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

4. Time spent on leave of absence.

5. Time spent on faculty exchanges if the faculty member so chooses.

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

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

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

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

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

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

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

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

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

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

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

D. The maximum length of the probationary period is seven years (i.e., 21 semesters, including fall, spring and summer).

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

1. A faculty member who has full-time teaching experience at the rank of instructor or above at another collegiate institution, or at Old Dominion University prior to a break in service, may have the probationary period reduced by either one or two years. If the probationary period is to be reduced, the reduction must be recommended by the chair and dean and approved by the provost and vice president for academic affairs at the time of the initial appointment. Unless such a reduction has been approved and the faculty member has been so notified in writing at the time of initial appointment, reduction for prior service will not be granted.

2. A faculty member initially appointed to the rank of full professor may be notified of a tenure decision by April 30 of the second year of service; if tenure is awarded, a tenure contract will be offered for a third year of service. In addition, the probationary period for a full professor may be eliminated, and an initial tenure appointment may be recommended to the Board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should be rarely used.

3. A faculty member initially appointed to the rank of associate professor may be notified of a tenure decision by April 30 of the fourth year of service. If tenure is approved, a tenure contract will be offered for the fifth year. In

addition, the probationary period for an associate professor may be eliminated, and an initial tenure appointment may be recommended to the board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should be rarely used.

4. A faculty member may apply for early consideration for tenure, if the faculty member believes that he or she has met or exceeded the expectations of quantity and quality of achievements for teaching, scholarship, research, and service completed at Old Dominion University needed to quality for tenure before the end of the normal probationary time period. The criteria for the award of tenure for such faculty will be the same as those who apply after the normal probationary time period. A faculty member who applies for early consideration for tenure and is denied tenure will be offered a terminal contract for the ensuring year. It is the sense of the Board of Visitors that only demonstrably exceptional faculty will be awarded tenure under this clause.

IV. Criteria for the Award of Tenure

A. The following criteria are used in the evaluation of every candidate for tenure. Each faculty committee and administrator considering a tenure case must specifically address each of these criteria as they apply to that case in the written recommendations that are submitted up the line to the provost and vice president for academic affairs. Committee votes must be recorded in the recommendations. In cases in which a vote is not unanimous, reasons for negative votes must be included.

B. Criteria to be used are as follows:

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

2. Merit - Merit of the faculty member in teaching, research and service over the entire probationary period and the contributions made by the faculty member in these areas to the University. (For definition of teaching, research, and service and a discussion of methods of evaluation, see policies and procedures concerning evaluation of faculty members, evaluation of teaching, evaluation of scholarly activity and research, and evaluation of service.) In addition to information supplied by faculty information sheets, the chair's evaluation and other material presented by the department, an opportunity shall be made available for the faculty member to provide in writing any other material in support of the tenure candidacy. It is the responsibility of the department chair and the departmental promotion and tenure committee to provide an assessment of the quality of the publications for the faculty being considered

for tenure. The evidence should address the quality of the journals and the reputation of book and other such publishers. In case of material developments, additional documentation may be added to the portfolio before the conclusion of the evaluation process with the concurrence of the department chair and dean.

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

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

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

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

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

a. The long-term enrollment of the department.

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

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

anticipated retirements, or other known departures, and projected new programs or changes in directions must be considered.)

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

5. In departments offering graduate work, no faculty member can normally be awarded tenure unless convincing evidence is provided of successful performance in research. (Exceptions can be made only if the department can demonstrate a long-term need for an additional tenured faculty member who will not be teaching graduate students.)

V. Procedures for Tenure Consideration

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

B. External review process

1. The responsibility for initiating the external review, securing the reviewers, and forwarding complete review files to the dean, provost and vice president for academic affairs, and the University Promotion and Tenure Committee belongs to the department chair.

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 consult with the dean on the list of reviewers chosen 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 tenure.

3. External reviews will be confidential; reviewers will be so advised. Requests for exception to the confidentiality of external reviews should be made directly to the provost and vice president for academic affairs before the reviewers are asked to submit evaluations. If an exception is approved, candidates for tenure will be allowed access to the substance of external reviews, but the authorship of specific external reviews and other identifying information contained therein will remain confidential. All external reviewers will receive a standard letter sent by the chair but prepared by the provost and

vice president for academic affairs in consultation with the deans and a copy of the policy on external reviews so their responsibilities will be clear.

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

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

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

2. In departments where fewer than three members are tenured, the dean, in consultation with the chair, will appoint enough additional tenured faculty members to form a committee of at least three members.

3. No dean, associate dean, assistant dean, or other full-time administrator or department chair shall attend or participate in the deliberation of the departmental, college, University Promotion and Tenure Committee, or the tenured faculty of the department serving as a group to consider tenure, except in those cases when such committees or groups may, at their discretion, request administrators or chairs to answer specific questions concerning tenure cases. **The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.**

4. The college committee shall consist of one tenured faculty member from each department in the college. All members of college promotion and tenure committees shall be elected directly by the faculties they represent for a one-year term renewable twice for a total of three years. This member shall be chosen by majority vote of all full-time, tenure-track teaching and research faculty members of the department, present and voting, by secret ballot before April 15 of each year for the ensuing year. 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.

5. The University Promotion and Tenure Committee shall consist of one tenured full professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair. 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.

D. The committee or group of tenured faculty makes its recommendations to the chair. In cases of a non-unanimous vote, a summary of minority opinion must be included. All committee members should vote yes or no. **A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.** Considering this recommendation, the chair makes an additional evaluation and recommendation concerning tenure. **A copy of that review and recommendation letter will be sent to the faculty member by the chair of the department.**

E. If either the tenured faculty (or their committee), or the chair, or both recommend tenure, the credentials of the faculty member together with the recommendations of the tenured faculty (or their committee) and the chair are forwarded to the tenure committee of the college, which examines the facts and the recommendations and makes a recommendation to the dean. ~~The committee or group of tenured faculty makes its recommendations to the chair.~~ In cases of a non-unanimous vote, a summary of minority opinion must be included. All committee members should vote yes or no. **A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.** ~~Considering this recommendation, the chair makes an additional evaluation and recommendation concerning tenure.~~

F. If neither the departmental committee nor the chair recommends tenure for the faculty member, tenure is not granted in the ensuing year. The faculty member is given a terminal contract for the ensuing year unless a further review is requested.

If the faculty member requests further review, all materials, including departmental and chair evaluations and recommendations are forwarded to the college tenure committee, which makes a separate recommendation to the dean. All committee members should vote yes or no. The dean then makes a decision concerning tenure and informs the faculty member.

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

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

H. 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 tenure, which is forwarded to the provost and vice president for academic affairs. **A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.**

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

J. If the determination of the provost and vice president for academic affairs is in favor of tenure, the provost and vice president for academic affairs forwards the faculty member's name to the president for presentation to the Board of Visitors as a candidate for tenure. The Board of Visitors will act on the case by April 30 (mid-December for mid-year tenure candidates) of the year in which it is being taken up. Upon approval of the Board of Visitors, the faculty member is offered a tenure contract for the coming year.

K. If the determination of the provost and vice president for academic affairs is against tenure, the faculty member is notified by April 30 (mid-December for mid-year tenure candidates) that a terminal contract will be offered for the ensuing year.

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

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

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

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Committee members approved by unanimous vote the proposed revisions to the policy on Promotion in Rank. The proposed revisions reflect current practice and provide clarification regarding the confidentiality of deliberations, eligibility to vote on candidates for promotion to professor, and the opportunity to correct factual misinformation. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

**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, 2016.

Rationale: The revisions proposed for the policy on Promotion in Rank reflect current practice and are intended to clarify the process for promotion in rank. The first revision states that the deliberations of all promotion and tenure committees are confidential. The second revision makes it clear that 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 does not have a full professor on the college committee, a member of the departmental promotion and tenure committee who is a full professor will be selected to serve as a representative. The final revision adds language to provide an opportunity for the faculty member seeking promotion to correct any factual misinformation in previous recommendations.

**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. 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.

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 sections 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. No personal 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 ~~that the~~ **whenever a** committee is considering promotion in rank and is given an opportunity either to appear before ~~the~~**that** committee (or group) considering the case, or to submit a statement in writing in support of eligibility for promotion, **or to correct any factual misinformation 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. 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 information on a request for leave of absence without compensation and the annual report on committee actions.

In the report from the Vice President for Research, Morris Foster noted three areas of opportunity for the coming year: resilience, cybersecurity, and port logistics and operations and maritime engineering.

In the report from the Provost, Austin Agho stated that he plans to meet with department chairs, deans, faculty and others to understand the culture of the University. Initial areas he will look at are additional degree programs, streamlining the operation of the Office of Academic Affairs, and research incentives for faculty.

## ADMINISTRATION & FINANCE COMMITTEE

The Rector call on Mr. Tata for the report of the Administration & Finance Committee. Mr. Tata reported that Todd Johnson, Assistant Vice President for Auxiliary Services, briefed the Committee on the expanded food service options planned for the Fall semester, including the new "Restaurant Commons" dining facility and its seven theme offerings and the new all-day breakfast eatery and pizzeria planned for the University Village. Assistant Vice President Johnson also reviewed the renovation in the Rogers Dining Hall.

In his report to the Committee, Chief Operating Officer Harnage briefed the Committee on the Ellucian Campus EllumiNation Award, noting that Old Dominion University is the first recipient of this award. The award highlights the use of technology to support student success and aligning technology with the University's student success goals and plans. Information Technology Services, Student Engagement and Enrollment Services and Academic Affairs have partnered together on this initiative. Old Dominion is the first in Virginia to implement the new Banner XE registration system providing students with a modern interface for class registration and was used by over 6,000 students in the summer of 2015 and 24,000 in the fall of 2015. Mr. Harnage also briefed the Committee on the Fair Labor Standards Act, noting that the minimum salary threshold for exemption will increase from $23,660 ($55 per week) to $47,796 ($913 per week) and will become effective December 1, 2016. The salary threshold will be updated every three years to remain at the 40$^{th}$ percentile of full-time salaried workers in the lowest wage census region.

The Committee received the Capital Outlay Projects Status Report from Dale Feltes and the Educational Foundation's Investment Report from Rick Massey, Associate Vice President for Foundations.

## STUDENT ENHANCEMENT AND ENGAGEMENT COMMITTEE

The Rector called on Ms. Smith for the report of the Student Enhancement and Engagement Committee. Ms. Smith reported that Vice President Neufeldt briefed the Committee on student activism, inclusion, and mental health, which featured national and local trends and the status of these issues on Old Dominion University's campus.

Ms. Petra Szonyegi, student representative to the Board, reported on several recent events, including Relay for Life, Unity Fest, the Model United Nations Society trip to New York City, and the Virginia Leadership Academy that was held at the University.

Chief Rhonda Harris reviewed the Old Dominion University Clery crime statistics comparisons for 2011 through 2015.

## 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. Joy Jefferson, Associate Vice President for Alumni Relations, gave an update on new alumni programs including the travel program, alumni admissions forum, and new insurance affinity partner Nationwide. Jim Clanton, Director of Licensing, presented licensing royalty totals and discussed new offerings with Cracker Barrel, new youth mascot logo and the new Big Blue's Kids Club.

## ELECTION OF NOMINATING COMMITTEE

University Counsel Earl Nance reviewed the nominating process and timing requirements as included in the Bylaws. In accordance with the Bylaws, a 14-day call for nominations must go out no later than July 15. The Rector cannot serve on the Nominating Committee by virtue of his office as rector, but may serve on the committee if elected and the committee could present its slate before June 30th before his term ends.

The Rector stated that traditionally former rectors comprised the nominating committee and suggested that he, Fred Whyte, Ross Mugler and David Bernd serve, along with Yvonne Allmond to ensure an odd number. The Bylaws also require two alternates, and John Biagas and Judy Swystun were suggested. A motion to accept the suggested committee composition was made by Dr. Maniscalco-Theberge, seconded by Mr. Biagas, and approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

The Rector said the committee will meet at the conclusion of this meeting to elect its chair. Donna Meeks was asked to send out a call for nominations this afternoon on behalf of the committee and to send committee members the list of board members eligible for office.

Mr. Mugler suggested that the Board consider a change to the Bylaws to move the officer elections back to the meeting as it had been done in the past.

## CLOSED SESSION

The Rector recognized Dr. Maniscalco-Theberge, who made the following motion, "Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Section 2.2-3711(A) (1), for the purpose of discussing the evaluation and compensation of the President of the institution. The motion was seconded by Mr. Henry and unanimously approved by all members present and voting. *(Allmond, Bennett, Bernd, Biagas, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

## 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 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 13 in favor and none opposed. *(Allmond, Bennett, Bernd, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

## REPORT OF THE PRESIDENTIAL EVALUATION AND COMPENSATION COMMITTEE

Rector Ripley read the following statement, "The Board annually holds an evaluation of the President, which is based on our review of his work in a number of agreed-upon categories at the start of each academic year. I'm pleased to report that, once again, President Broderick has received an excellent overall review in all areas of assessment.

"The University has made tremendous strides in a number of areas starting with resource development. During John's presidency Old Dominion has been the recipient of more than $600,000,000 of new resources from both the private and public sectors. This success has translated into a variety of new capital projects as well as funds for teaching, research and scholarships. The Board wants to continue the positive momentum and have the President lead this effort to even greater heights in future years.

"The Board is equally pleased with improvement to both our retention and graduation rates and the development of a number of key academic and research initiatives, such as flooding, entrepreneurship and cybersecurity. This fall the community will see new facilities come to life for the School of Education, dining and athletics.

"The announcement of the Barry Art Museum will dramatically raise Old Dominion's national profile and ensure the University is a destination for many travelers to Hampton Roads.

"Previous board minutes, as I mentioned last year, provide examples of where John has turned down more than 10% of proposed salary increases because there was not a similar compensation plan for faculty or staff.

"Finally his leadership – as selected by peers – to chair the Virginia Council of Presidents and the C-USA Board of Directors, being chosen as the cover for the winter issue of *Leadership* magazine, and many other examples demonstrate the respect her garners off the ODU campus.

"I would like to propose a motion for approval as follows:

"Based on this excellent review and previous ones, the Board has agreed to offer President Broderick the following:

- A 5% salary market increase effective June 1, 2016.
- A $19,000 contribution to his deferred compensation package, effective June 30, 2017.
- A $50,000 one-time payment to his deferred compensation, effective June 30, 2016, for his extraordinary work and accomplishments this year.
- Provide an additional $500 monthly to his annual operating budget upon on his continued employment beyond the date his term as President ends, and for as long as he is employed by the University.
- During his continued employment beyond the date his term in office ends, the President will teach one class during both the summer and fall sessions as well as perform other duties outlined from previous contracts, while serving as "Distinguished Lecturer in Higher Education and Public Affairs and President Emeritus.
- As a steadfast show of support and confidence in the President's leadership, the Board of Visitors offers a twelve-month extension to his contract term from the current June 30, 2019, to June 30, 2020, and a twelve-month extension to his post-contract term. The Board requests, however, an answer on this offer on or before December 31, 2016.
- Further, in recognition of outstanding service to the University, the Board of Visitors announces the naming of the new Student Dining Center building as the "Kate and John R. Broderick Dining Commons." This naming is to honor the significant and lasting contributions that they have made and, the Board believes, will continue to make to the students, faculty, staff, alumni, and the community. An appropriate celebration is to be held this fall to officially christen the building.

The Board of Visitors delegates the authority to negotiate the final terms of the President's employment to the Rector and/or the Secretary of the Board."

Upon a motion made by Mr. Bennett and seconded by Dr. Maniscalco-Theberge, the President's compensation plan as presented by the Rector and the following resolution to name the Kate and John R. Broderick Commons was approved unanimously by all members present and voting. *(Allmond, Bennett, Bernd, Cheng, Henry, Maniscalco-Theberge, Mugler, Reidy, Scassera, Smith, Swystun, Tata, Whyte)*

**RESOLUTION TO NAME THE NEW DINING FACILITY**
**THE KATE AND JOHN R. BRODERICK DINING COMMONS**

WHEREAS, John R. and Kate Broderick have served as President and First Lady of Old Dominion University since May 18, 2009;

WHEREAS, during their tenure, the Brodericks have been committed to the well-being of students, faculty and staff at the University; and

WHEREAS, in 2009, President John R. Broderick established Monarch Mornings, meeting twice a year with small groups of employees across the campus to discuss current priorities and challenges and to celebrate successes; and

WHEREAS, in her former role as the Director of Educational Accessibility, First Lady Kate Broderick led the University's efforts toward greater educational accessibility and support services for students with disabilities; and

WHEREAS, in 2011, the Brodericks established and endowed the Broderick-Evon Award for Community Engagement and Service, named in honor of their mothers, to recognize students who display commitment to service and civic engagement to the University and surrounding community through superior leadership and service; and

WHEREAS, President and First Lady Broderick each received the Humanitarian Award from the Virginia Center for Inclusive Communities, in 2009 and 2012, respectively; and

WHEREAS, in recognition of his commitment to diversity and inclusion, the University's Diversity Championship Award was renamed in honor of President John R. Broderick in 2013; and

WHEREAS, in 2015, President Broderick established the President's Task Force on Inclusive Excellence to move Old Dominion towards becoming a more consciously and deliberately inclusive community and to leverage the diversity at the University to attain the goals outlined in the University's Strategic Plan; and

WHEREAS, Old Dominion University's new stand-alone dining facility, scheduled to open this summer, will provide a restaurant-style environment featuring a diverse array of dining options while creating a strong sense of community for its students, faculty and staff; and

WHEREAS, it is fitting to recognize the Brodericks by naming this state-of-the art facility in their honor.

THEREFORE, BE IT RESOLVED, that the Board of Visitors of Old Dominion University approves naming the new dining facility the Kate and John R. Broderick Dining Commons.

## OLD/UNFINISHED BUSINESS

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

**NEW BUSINESS**

There was no new business to come before the Board.

With no further business to be discussed, the meeting was adjourned at 2:00 p.m.