

**OLD DOMINION UNIVERSITY  
BOARD OF VISITORS  
Friday, December 10, 2021**

**MINUTES**

The Board of Visitors of Old Dominion University met in regular session on Friday, December 10, 2021, at 9:00 a.m. in the Kate and John R. Broderick Dining Commons on the Norfolk campus. Present from the Board:

R. Bruce Bradley, Rector  
Yvonne T. Allmond  
Robert A. Broermann  
Robert S. Corn  
Unwana B. Dabney (via Zoom)  
Peter G. Decker, III  
Jerri F. Dickeski (via Zoom)  
Alton J. Harris  
Larry R. Hill  
Toykea S. Jones (via Zoom)  
Kay A. Kemper (via Zoom)  
Ross A. Mugler  
P. Murry Pitts (via Zoom)  
Maurice D. Slaughter  
Lisa B. Smith  
Armistead D. Williams, Jr.  
Omotomilola Jegede (*Student Representative*)

Absent from the Board: Carlton F. Bennett

Also present:

Brian O. Hemphill, President	Todd Johnson
Austin Agho	Donna Meeks
Bruce Aird	Brian Payne
Alonzo Brandon	September Sanderlin
Jane Dané	Ashley Schumaker
Morris Foster	Wood Selig
Giovanna Genard	Amanda Skaggs
Annie Gibson	Don Stansberry
Casey Kohler	Allen Wilson

**CALL TO ORDER AND APPROVAL OF MINUTES**

The Rector called the meeting to order at 9:01 a.m. Pursuant to Virginia Code § 2.2-3708.2 and the Board’s corresponding policy, the following Board members participated in the meeting via Zoom:

- Unwanna Dabney, from her home in Richmond; unable to attend in person due to a work conflict
- Jerri Dickseski, from her home in Hampton; unable to attend due to a medical issue
- Toykea Jones, from her home in Upper Marlboro, MD; unable to attend in person due to a work conflict
- Kay Kemper, from her home in Boca Grande, FL; unable to attend due to travel complications
- Murry Pitts, from Jamaica; unable to attend due to a personal scheduling conflict

A quorum of the Board was physically present.

The Rector thanked President Hemphill for the event he and First Lady Rosas-Hemphill hosted last evening. He noted the enthusiasm surrounding Old Dominion University with the upcoming football bowl game, the Sun Belt membership, but especially the work of President Hemphill.

Upon a motion by Mr. Hill and seconded by Mr. Broermann, the minutes of the Board of Visitors meetings held on May 11, 2021, September 14, 2021, and September 15, 2021, were approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Decker, Dickseski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Williams; Nays: None*).

## **RECTOR'S REPORT**

Rector Bradley thanked Donna Meeks for her work in implementing AGB OnBoard for the distribution of meeting materials, noting that it's a great improvement. He asked that in the future a deadline be set to receive all meeting materials to be published to OnBoard (perhaps three days in advance of the meeting), so Board members will only have to review them once. Any updates or changes can be reported at the meeting but will not be added to the documents in OnBoard.

The Rector asked Mr. Pitts if there was anything to report on the Online Virginia Network. Mr. Pitts said that it has been funded and a lot of exciting things are happening. He will have a full report for the board at its next meeting and will send out an interim report by the end of the year.

Mr. Bradley provided an update on the Board's operating budgets. \$6,499 has been spent to date from the Board's E&G budget totaling \$14,313, leaving a balance of \$5,191. One-time funds were allocated to this budget to cover retreat expenses and for the purchase of AGB OnBoard, both of which will be ongoing expenses and should be requested as base funds for the next fiscal year. The Board's discretionary budget of \$2,350 is in a deficit due to retreat expenses and needs a one-time transfer of \$2,500 to cover the deficit and anticipated expenses through June 30, 2022. A motion was made by Mr. Hill and seconded by Ms. Allmond to approve a one-time transfer of \$2,500 to the Board's discretionary budget. Prior to taking the vote, Mr. Mugler added that the Board's budget, by agreement with former President Broderick, has been used to cover his expenses related to his role on AGB's Board. President Hemphill agreed for that to continue. The Board approved the motion for a \$2,500 one-time transfer request by roll-call vote (*Ayes: Allmond, Broermann, Corn, Dabney, Decker, Dickseski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

At the conclusion of the Rector's report, President Hemphill invited the members of the Women's Soccer Team into the room to be recognized by the Board for having won the 2021 CUSA Championship. Athletic Director Wood Selig noted that the team finished 13-5-1 and 6-1-1 in conference play and allowed only one goal in eight conference games. The team faced Duke in the NCAA Tournament. Head coach Angie Hind, who was named coach of the year, is currently home in Scotland after having been unable to travel for the past two years due to the Pandemic. Assistant Coach Sam Kirschenbaum and Rick French, Senior Associate Athletic Director accompanied the team. Coach Kirschenbaum thanked President Hemphill for having the team at today's meeting. He noted that this is the most successful team in the program's history, having won the regular season championship and the conference tournament championship. Each of the team members introduced themselves and then presented the Rector with a game ball signed by the team.

## **PRESIDENT'S REPORT**

In his report to the Board, President Hemphill noted that the fall semester was filled with much energy and excitement as our campus returned to full services following the COVID-19 global pandemic. He provided an update and shared his perspectives on a number of initiatives as the Fall 2021 semester comes to a close.

### **A Clear Focus on Maritime**

On November 4, 2021, Old Dominion University (ODU) and The Hampton Roads Maritime Collaborative for Growth and Innovation (HRMC) unveiled two major maritime initiatives to advance the region's economic development. During the event, he announced the establishment of the ODU Maritime Initiative to advance ODU as a globally recognized institution for maritime opportunities. John O. "Dubby" Wynne, HRMC co-chair, released "A Pathway for Maritime Innovation in Hampton Roads," a report prepared by TEconomy Partners that identifies four opportunities to leverage and expand the region's innovation and workforce support for industry partners.

The ODU Maritime Initiative will coordinate and grow the University's maritime-related degree and certificate programs, talent development, entrepreneurship, research, and innovation. It will expand opportunities to engage industry partners across a broad spectrum of maritime domains, including the Port of Virginia, offshore wind energy, the Navy, shipbuilding and repair, autonomous systems, and cybersecurity in catalyzing workforce, research, and innovation.

The TEconomy report notes the presence of four major economic drivers in the region related to maritime, specifically defense/shipbuilding/repair, port and logistics, offshore wind energy, and coastal resilience. All have innovation and workforce needs and present opportunities the region can support and expand, including through autonomous systems, digital transformation, cybersecurity, and advanced manufacturing. The report recommends four pathways the Hampton Roads community could take to focus on these opportunities:

- Develop a national hub for autonomous systems;
- Organize a maritime small business innovation collaborative;
- Establish a Department of Defense/DoD center of excellence for naval sustainment and mission engineering; and
- Build a sustainable home and brand for maritime innovation in Hampton Roads.

ODU has entered the initial stages of a national search for a leader of this critical and exciting initiative. The Assistant Vice President for Maritime, which will be housed under the Office of Research, will be a central element in solidifying these efforts in the months and years to come. This is an area of growth and prominence for our University.

### **A Deepening Partnership in Healthcare**

On August 17, 2021, he was honored to host an inaugural convening, titled “Deepening the Partnerships.” During the meeting, the group of individuals from ODU, as well as Eastern Virginia Medical School (EVMS) and Sentara, engaged around the following agenda items: historical partnership overview; Memorandum of Understanding (MOU) best practices presentation; process, structure, and timeline presentation; and an open discussion regarding meeting topics and next steps.

A follow-up meeting was hosted by EVMS on October 21, 2021. The purpose of that meeting was to discuss a proposed MOU, which was prepared by a working group that began meeting on a regular basis following the August 17, 2021, meeting. During the meeting, the group also discussed a strategy for continued and growing engagement with state leaders.

Immediate next steps from the October 21, 2021, meeting include a luncheon meeting with the Hampton Roads delegation to be held on December 15, 2021, at ODU with a Memorandum of Understanding signing ceremony and public announcement to be held on December 17, 2021, at a neutral location in Hampton Roads. A team, assembled of representatives from all three organizations, is finalizing logistics for next week’s events, which will be critical in continuing to build the partnership and support for greater alignment, collaboration, and synergy as we move forward together.

### **Legislative Visits and Institutional Priorities**

Over the course of the summer and this fall, he has engaged with state officials to share ODU’s priorities for the 2022 session of the General Assembly. In working to build awareness and support for the University’s mission and initiatives, the following initiatives and projects have been at the forefront of the meetings.

- ***Base Adequacy Increase (Funding Request: \$10 million in FY2023 and \$10 million in FY2024):*** Despite the significant increase in the Commonwealth of Virginia’s support in FY2022, ODU’s total funding for in-state FTE students is still 26% lower than the average for Virginia public doctoral institutions-- \$15,738 vs. \$21,175 mean. Maintaining access and affordability has been balanced with modest tuition increases via significant reallocations of incremental tuition revenue; in fact, ODU has not increased tuition for in-state undergraduate students for three consecutive years. ODU’s in-state undergraduate tuition is the lowest of all six doctoral institutions and lower than many of the other Virginia four-year public institutions. A base adequacy increase of \$20 million will improve ODU’s funding per FTE to \$16,874, but tuition increases may also be necessary to address the overall funding issues.
- ***Student Financial Assistance (Funding Request: \$7,572,000 in general funds for student financial assistance in FY2023 and \$7,572,000 in FY2024):*** ODU is challenged to support over 8,000 Pell-eligible enrolled students, providing access and educating more economically disadvantaged students than nearly every other four-year institution in the

Commonwealth. ODU's general funded portion of undergraduate and graduate student financial assistance totals approximately \$31 million and meets approximately 43% of ODU's goal of \$72.1 million to achieve 100% of unmet need. Data shows that if we can meet 64% of a student's financial need, he or she is more likely to persist. To accomplish this objective within the next two years, approximately \$15.1 million in state funded financial assistance would be required over the next biennium.

- ***Maritime Center for Mission Engineering Solutions and Workforce Training (Funding Request: \$3,013,585 FY2023 and \$3,013,585 in FY2024):*** ODU's Maritime Center for Mission Engineering Solutions and Workforce Training will be positioned to become the national academic center of excellence for mission integration and naval sustainment for the Navy. Mission Engineering applies systems engineering concepts, practices, and technologies to manage complexity in highly connected systems. ODU has the opportunity to become the national academic center for innovation and workforce solutions for the Navy Surface Warfare Centers focused on naval sustainment – Accelerating Technology Innovation to the Fleet. The Center will provide innovation, technical assistance, and commercialization advice for maritime employers seeking to transform their workplaces by adopting digital technologies, and also create a robust talent pipeline that meets the Navy's workforce requirements, the needs of private shipbuilding/repair companies and the expanding offshore wind industry and attract other advanced manufacturing industries to Hampton Roads. The funding would be used to support 12.0 new FTE positions (8.0 teaching and research faculty, 1.0 executive director, 1.0 deputy director, 2.0 administrative support staff). Requested base funding would be split 50/50 between tuition and new general funds.
- ***Biology Building (Funding Request: Full funding at \$128 million):*** This project includes a new 162,851 gsf, multi-story building, which will replace the existing Life Sciences Building, which will be renovated for new use. The new facility will support current ODU enrollment in the sciences, as well as its ability to support the Commonwealth's STEM Degree production goals. It will house undergraduate teaching and graduate research biology laboratories (covering general biology, environmental science, anatomy & physiology, microbiology, ecology, cadaver dissection, immunology, and advanced skills laboratories), dedicated research laboratories, shared research laboratory support facilities, classrooms, an animal research facility, a greenhouse, and faculty and administrative office space. ODU received authority to begin detailed planning and anticipates submission of planning documents when permitted (July 2022).
- ***Data Science Building (Funding Request: Full funding at \$102 million):*** The proposed Data Science Building supports ODU's long-standing Commonwealth-wide leadership in producing STEM-H graduates. A state-of-the-art facility is needed to ensure ODU's continued leadership in the production of STEM-H graduates and expand degree offerings in data science and engineering. The Data Science and Engineering Building will provide strategic growth of data science and engineering careers, support for expanded experiential learning initiatives, and access to collaboration and student support spaces that are lacking or non-existent in current facilities serving these students, faculty, and researchers. In addition, engineering programs that have been constrained by limited and outdated laboratories and learning spaces -- such as Electrical Engineering, Computer Engineering, Biomedical Engineering, Engineering Technology, Mechanical Engineering, and

Aerospace Engineering -- will be housed in the new space. Bringing together these disciplines within a collaborative data science space that provides students the opportunity to learn about manufacturing, technology, and innovation will better prepare future graduates for multidimensional careers in computing, technology, and engineering.

As we engage in final preparations for the gubernatorial transition and upcoming session, we are continuing to share the importance of these initiatives for ODU, its students, and our future.

### **Strategic Planning Process and Next Steps**

As Old Dominion University is fully focused on charting a clear course for our continued success and future direction, we are embarking on an inclusive and intensive year-long strategic planning process. That process will be defined by the engagement and work of a total of 12 groups, specifically a Steering Committee; Mission and Core Values Subcommittee; Challenges and Opportunities Subcommittee; Academic Excellence Subcommittee; Research Growth Subcommittee; Corporate/Community Partnerships and Economic Development Subcommittee; Strategic Enrollment Growth Subcommittee; Student Engagement and Success Subcommittee; Philanthropic Giving and Alumni Engagement Subcommittee; Branding, Marketing, and Communication Subcommittee; Budget Team; and Writing Team.

Following nominations from the University's functional areas and recommendations from campus stakeholder groups, individual membership of these significant groups has been finalized and announced. The first three groups (the Steering Committee; Mission and Core Values Subcommittee; and Challenges and Opportunities Subcommittee) will begin their work now. Seven additional groups (the Academic Excellence Subcommittee; Research Growth Subcommittee; Corporate/Community Partnerships and Economic Development Subcommittee; Strategic Enrollment Growth Subcommittee; Student Engagement and Success Subcommittee; Philanthropic Giving and Alumni Engagement Subcommittee; and Branding, Marketing, and Communication Subcommittee) will begin their work in January of 2022. The Budget Team will begin its work in April of 2022, while the Writing Team will begin its work in June of 2022. This phased approach will maximize the outcomes of each group and provide a supportive environment in which a strong foundation will be built throughout the coming year.

As we embark on this collaborative process, frequent updates will be shared. Additionally, an interactive platform will be provided for the campus and the community to provide feedback. In order to facilitate this level of continuous engagement, a webpage will be launched in the coming weeks to share regular updates regarding the overall process and related milestones, as well as agenda and minutes for each of the groups.

Together, we will work toward a September 2022 presentation to the Board of Visitors and a subsequent campus-wide comment period followed by a December 2022 consideration by the Board of Visitors and a January 2023 implementation by our campus community.

### **Winter 2021 Commencement**

On December 18, 2021, Monarch Nation will join together to celebrate our newest graduates during Commencement ceremonies to be held at 9:00 AM with 1,038 graduates from the Darden College of Education and Professional Studies, the Frank Batten College of Engineering and Technology, the College of Sciences, and the Graduate School followed by a 2:00 PM ceremony with 799 graduates from the Colleges of Arts and Letters, the Strome College of Business, the

College of Health Sciences, and the Graduate School. On this day, a total of 1,837 graduates, including 1,442 with bachelor's degrees, 318 with master's degrees, and 77 with doctoral degrees, and their loved ones will join together in Chartway Arena for this significant achievement and celebrated milestone. I look forward to my first ODU Commencement experience!

### **Myrtle Beach Bowl**

On December 20, 2021, the Monarchs will take on the University of Tulsa in the Myrtle Beach Bowl. With kick-off at 2:30 PM on the campus of Coastal Carolina University in Brooks Stadium, many Monarch fans will be there in-person, while others will watch on ESPN. This is a great opportunity for our University, and we are looking forward to Board members, senior leaders, generous donors, and dedicated friends joining in on this excitement.

As part of today's meeting, comprehensive updates regarding the work of the Vice President for Administration and Finance Search Committee and the Branding, Marketing, and Communication Task Force will be provided.

## **REPORTS OF STANDING COMMITTEES**

### **ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE**

Ms. Jones, chair of the Academic and Research Advancement Committee, reported that the Committee discussed in closed session the appointment of two faculty members with tenure, the award of tenure to one faculty member, and dual employment. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Dabney, Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

### **INITIAL 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. Anthony Dean as Professor of Engineering Technology with the award of tenure in the Department of Engineering Technology in the Batten College of Engineering and Technology, effective July 25, 2021.

Salary: \$130,000 for 10 months (includes \$14,000 for serving as Assistant Dean of Administration, Batten College of Engineering and Technology)

Rank: Professor of Engineering Technology

The following contains my recommendation for the initial appointment with tenure of Dr. Anthony Dean as Professor in the Department of Engineering Technology. Dr. Dean received a B.S. in Nuclear Engineering Technology from ODU, an M.B.A. from the College of William and Mary, and a Ph.D. in Engineering Management and Systems Engineering from ODU. Prior to ODU, he served in the United States Navy as a Nuclear Propulsion Plant Operator (1984-1991) and in private sector management, business development, and consulting (1991-2001). Dr. Dean has a longstanding affiliation with ODU, as an Adjunct Instructor (2000-2001), Visiting Assistant Professor (2001-2003), Assistant Professor (2004-2008), and was awarded tenure and promoted

to Associate Professor in 2009 in ODU's Department of Engineering Technology. During 2011-2013, Dr. Dean left ODU for an executive position with an esteemed professional group, the American Society of Naval Engineers (ASNE), where he was Project Director for ASNE's Naval Engineering Education Center (NEEC), a consortium of fifteen colleges and universities under contract to Naval Sea Systems Command (NAVSEA) to provide naval engineering experience to college students to foster degree completion and to promote careers with NAVSEA. In 2013, Dr. Dean returned to ODU as Assistant Dean for Research and Graduate Studies, an untenured administrative post. He was recently selected for a tenured position in the Department of Engineering Technology at the rank of Professor.

The ODU *Teaching and Research Faculty Handbook* states, "The main purposes of tenure are to protect academic freedom and to enable the University to attract and retain a permanent faculty of distinction in order to accomplish its mission." [p. 54]. The *Teaching and Research Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty states a request for initial appointment with tenure at the rank of professor must be "initiated by the chair and reviewed by all tenure review bodies." The policy also says, "Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position." [p. 27].

Recommendations in support of tenure at the rank of professor for Dr. Dean were received from the departmental, college, and university promotion and tenure committees, as well as from the acting department chair for this review, and the college dean.

The Promotion and Tenure Committee for the Department of Engineering Technology (3-0), the Promotion and Tenure Committee for the Batten College of Engineering & Technology (5-0) and the University Promotion and Tenure Committee (5-0) unanimously recommend this appointment. The acting chair and dean recommend appointment with tenure.

Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Anthony Dean meets the standards for tenure at the rank of Professor in the Department of Engineering Technology at Old Dominion University.

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### **INITIAL 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. Emily Ondracek-Peterson as Associate Professor of Music with the award of tenure in the Ludwig F. Diehn School of Music in the College of Arts and Letters, effective August 10, 2021.

Salary: \$110,000 for 12 months (Designated as the Executive Director of the Ludwig F. Diehn School of Music)  
Rank: Associate Professor of Music

The following contains my recommendation for the initial appointment with tenure of Dr. Emily Ondracek-Peterson as Associate Professor in her role as Executive Director of the F. Ludwig Diehn School of Music. Dr. Ondracek-Peterson received Bachelor and Master of Music degrees



from The Julliard School, Master and Doctor of Education degrees from Columbia University, and, most recently, an M.B.A. degree from University of Colorado Denver, with specialties in Leadership, Business Strategy, and Entrepreneurship. Prior to ODU, Dr. Ondracek-Peterson was a tenured Associate Professor of Violin and Director of both String Studies and Chamber Music at the Metropolitan State University of Denver (2014-2021). She taught a wide range of courses in instrumental techniques, pedagogy, composition, and musical entrepreneurship. Her musicianship as a nationally and internationally acclaimed performing and recording artist is impressive, both as a soloist and as first violinist of the Voxare String Quartet. Dr. Ondracek-Peterson created new experiential learning opportunities for pre-college students through her initiatives including *Strings Abroad*, the EOP String Competition, and *OrchestraPalooza!*. She was Festival Director and Co-Artistic Director of the Crested Butte Music Festival in Colorado, managing the Festival's \$1.6M budget. Her collective achievements exceed the standard for tenure in the Diehn School of Music.

The ODU *Teaching and Research Faculty Handbook* states, "The main purposes of tenure are to protect academic freedom and to enable the University to attract and retain a permanent faculty of distinction in order to accomplish its mission." [p. 54]. The *Teaching and Research Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty states a request for initial appointment with tenure at the rank of professor must be "initiated by the chair and reviewed by all tenure review bodies." The policy also says, "Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position." [p. 27].

Recommendations in support of tenure at the rank of professor for Dr. Ondracek-Peterson were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean.

The Promotion and Tenure Committee for the Diehn School of Music (4-0), the Promotion and Tenure Committee for the College of Arts & Letters (6-0) and the University Promotion and Tenure Committee (5-0) unanimously recommend this appointment. The chair and dean recommend appointment with tenure.

Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Emily Ondracek-Peterson meets the standards for tenure at the rank of Associate Professor in the Diehn School of Music at Old Dominion University.

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### **MID-YEAR TENURE RECOMMENDATION**

RESOLVED, that upon the recommendation of the Provost, the Academic and Research Advancement Committee recommends that the Board of Visitors approve the award of tenure for the following faculty member at Old Dominion University. The tenure will be effective with the Spring 2022 semester.

## College of Sciences

Dr. Raymond Cheng  
Department of Mathematics & Statistics

### **Analysis and Recommendation:**

The following contains my recommendation for the tenure and promotion application of Dr. Raymond Cheng, currently Associate Professor in the Department of Mathematics & Statistics in the College of Sciences.

The ODU *Teaching and Research Faculty Handbook* states, “The main purposes of tenure are to protect academic freedom and to enable the University to attract and retain a permanent faculty of distinction in order to accomplish its mission.” [p. 54].

Dr. Cheng received a B.A. in Mathematics and Physics, an M.S. and a Ph.D. in Mathematics from the University of Virginia. He joined ODU initially as a Lecturer (2011-2015), became an Associate Professor of Practice (2015-2017), and was appointed as an untenured Associate Professor in 2017. Prior to ODU, he was an Assistant Professor (1989-1995) and a tenured Associate Professor (1995-1996) at University of Louisville and held executive positions with two private sector engineering and technology companies (1996-2011).

Dr. Cheng has taught a broad range of undergraduate mathematics courses for STEM majors, upper-division courses for math majors, and specialized courses at the graduate level. Reviews of Dr. Cheng’s teaching portfolio, student opinion surveys, and peer evaluation reports provided evidence of his teaching effectiveness. He is commended for incorporating real world applications into his lectures and engaging students with enthusiasm, humor, and insightful pedagogy. In 2017, he received the College’s Distinguished Teaching Award and was also identified as the Most Inspiring Faculty Member by three of the university’s outstanding graduates. He has supervised two completed master’s students and is currently advising one doctoral student.

Dr. Cheng’s scholarship is focused on the application of functional analysis and probability to prediction theory, search theory, and machine learning. He is credited with one co-authored book published by the well-respected American Mathematical Society, 17 peer-reviewed journal articles (1 is in-press) appearing in premier journals of his profession, 22 professional presentations, and a \$30.5K award from NSF for hosting the Southeastern Analysis Meeting (SEAM-20).

External reviewers unanimously praised the exceptionally high quality of Dr. Cheng’s research record. One reviewer described his work as “hugely influential,” adding, “It is rare in mathematics for one person to reinvent a field so thoroughly.” Other reviewers characterized his contributions to the body of knowledge as “original, deep and relevant” and described him as “an active member of the profession who has made significant contributions in research.” Reviewers praised the exemplary quality of the journals in which his work has appeared, including *Transactions of the American Mathematical Society*, *Journal of Mathematical Analysis and its Applications*, and *Proceedings of the American Mathematical Society*. Reviewers commented positively about Dr. Cheng’s strong and growing reputation in his field. His many achievements prompted one reviewer to state, “Dr. Cheng is an accomplished researcher who is nationally recognized,” while another argued he is “one of the leading experts of the topic.” Several reviewers expressed their belief that

Dr. Cheng will continue to be a productive scholar, one stating, “Cheng’s research is ongoing with 18 papers in the past eight years and is very likely to continue for years to come.” Another predicted, “It is clear that he is and will remain an active and valuable colleague for many years to come.”

Dr. Cheng has demonstrated excellence in service at the departmental, college, university level and to his profession. He served as Graduate Program Director for the department (2012-2019), chaired multiple search committees for lecturer positions, and was member of the College’s Math & Science Resource Center Advisory Board (2014-2018). His university service includes several years as Commencement Marshal, member of the Academic Integrity Council (2017-2018) and the Faculty Senate Committee I (2017-present), as well as faculty advisor for the Monarch Chess Club since 2011. He has been a reviewer for 16 professional journals. He promoted entrepreneurial activities by serving as an Entsminger Fellow (2017-2018), developing new upper-division courses for entrepreneurship in both math and statistics in 2018, and participating with the Program Acceleration for Collaborative Entrepreneurship (PACE) in 2019.

Recommendations were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. These different levels of review are important in providing a thorough and fair analysis of a faculty member’s contributions in the three areas of evaluation and allow for a uniform evaluation of faculty across departments and colleges. The Department Committee (5-0), the College Committee (5-0) and the University Promotion and Tenure Committee (5-0) all voted in favor of awarding tenure. The chair and the dean recommended Dr. Cheng for tenure.

In recognition of his demonstrated high level of performance in teaching, research, and service, I enthusiastically endorse the recommendations of the Chair, Dean and the departmental, college, and university-wide tenure and promotion committees to award tenure to Dr. Raymond Cheng at his current rank of Associate Professor in the Department of Mathematics & Statistics.

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**RESOLUTION APPROVING DUAL EMPLOYMENT**

WHEREAS, pursuant to Virginia Code §2.2-3106(C)(2) immediate family members may both work at Old Dominion University if (i) they are engaged in teaching, research, or administrative support positions, (ii) this Board finds it is in the best interests of Old Dominion University to allow the dual employment, and (iii) the immediate family member does not have sole authority to supervise, evaluate or make personnel decisions regarding the other, and

WHEREAS, the following individuals both work in the same department and neither has authority to evaluate, supervise or make personnel decisions regarding the other,

Delisha Milton-Jones and Roland Jones, wife/husband

BE IT RESOLVED, that the Board of Visitors of Old Dominion University finds that it is in the best interests of the University and the Commonwealth for the dual employment of the above named to exist.

BE IT FURTHER RESOLVED, that the dual employment of those listed above is recognized and approved effective retroactively to the date of their respective hire.

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Committee members approved the consent agenda items including the appointment of seven faculty, 14 administrative faculty, and six emeritus/emerita faculty. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Dabney, Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

### FACULTY APPOINTMENTS

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

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Emily Culver Visiting Assistant Professor, Department of Art	\$59,850	12/25/21	10 mos

Ms. Culver received an M.F.A. in Metalsmithing from Cranbrook Academy of Art and a B.F.A. in Metals/Jewelry/CAD-CAM from Temple University. Previously she was an Instructor in the Department of Craft/Material Studies at Virginia Commonwealth University.

Ms. Jaquira Diaz Visiting Professor, Department of English	\$22,500	12/25/21	5 mos
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Ms. Diaz received an M.F.A. in Creative Writing from the University of South Florida and a B.A. in English/Creative Writing from the University of Central Florida. Previously she was Visiting Writer, Good Thunder Reading Series, Minnesota State University Mankato. (Designated as the Mina Hohenberg Darden Endowed Professor of Creative Writing)

Ms. Jamie Hartsfield Lecturer. Department of Counseling and Human Services	\$51,450	12/25/21	10 mos
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Ms. Hartsfield received an M.Ed. in Marriage and Family Counseling from the College of William and Mary and a B.A. in Psychology from Texas A&M University. Previously she was a Lecturer in the Department of Counseling and Human Services at Old Dominion University and Owner/Counselor of Thrive Counseling for Healing and Growth.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Andrei Pakhomov Research Professor and Executive Director, Frank Reidy Research Center for Bioelectronics	\$208,560	10/10/21	10 mos

Dr. Pakhomov received a Ph.D. in Biophysics/Radiation Biology from Medical Radiology Research Center, Russian Academy of Medical Sciences and an M.Sc. in Biology/Animal and Human Physiology from Moscow State University. Previously he was a Research Professor in the Frank Reidy Research Center for Bioelectronics at Old Dominion University.

Dr. Gymama Slaughter Associate Professor, Department of Electrical and Computer Engineering, and Executive Director of the Center for Bioelectronics	\$225,615	10/10/21	10 mos
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Dr. Slaughter received a B.S. in Chemistry, an M.S. in Chemical Engineering, and a Ph.D. in Computer Engineering from Virginia Commonwealth University. Previously she was Associate Professor of Electrical and Computer Engineering and Executive Director of the Frank Reidy Research Center for Bioelectronics at Old Dominion University.

Dr. Mona Torabizadeh Lecturer, Department of Engineering Technology	\$30,000	12/25/21	5 mos
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Dr. Torabizadeh received a Ph.D. in Solid Mechanics and Material Characterization from Clarkson University and an M.S. and B.S. from the Department of Mechanical Engineering at Shahid Bahonar University of Kerman. Previously she was an Adjunct Professor in the Department of Engineering Technology at Old Dominion University.

Ms. Julie Jo Walters Lecturer, Department of Biological Sciences	\$50,000	1/3/22	10 mos
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Ms. Walters received an M.S. in Ecology and Evolution from Florida State University and a B.S. in Zoology and a B.A. in German from the State University of New York College at Oswego. Previously she was an Adjunct Professor in the Department of Biological Sciences at Old Dominion 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.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Jane Best Health Occupations Student Association (HOSA) Specialist, Darden College of Education and Professional Studies, and Instructor	\$62,477	10/25/21	12 mos

Ms. Best received a B.S. in Sports Medicine from Old Dominion University, a B.S. in Nursing from Norfolk State University, an M.S. in Secondary Education (Curriculum and Instruction) from Old Dominion University, and an M.S. in Nursing Leadership and Management from Western Governor’s University. She is a licensed registered nurse, as well as a licensed teacher with an endorsement in Health and Medical Sciences. (new position)

Mr. Todd Byers Coordinator, STEM Completion Initiatives, College of Sciences, and Instructor	\$47,000	11/10/21	12 mos
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Mr. Byers received a B.A. in Sociology from Stony Brook University, a Master of Science in Business Administration from Manhattanville College, and a Master of Divinity and Master of Arts in Education from Princeton Theological Seminary. Previously he served as the College of Sciences Academic Advising intern. Byers also spent eight years in the corporate sector in marketing, marketing research, and data analysis and eight years in public service and leadership at 501c3 organizations. (new position)

Mr. Casey Cegles Senior Associate Athletic Director – Development, and Instructor	\$100,000	10/25/21	12 mos
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Mr. Cegles received an undergraduate degree from Towson University School of Business and a Master of Education from the Center of Sports Leadership at Virginia Commonwealth University. Previously, he was the Deputy Athletic Director at Kent State University. Cegles also served as the Director of Major Gifts for the Old Dominion University Athletic Foundation.

Ms. Jessica Cordner Senior Project Scientist, Virginia Modeling, Analysis and Simulation Center, and Instructor	\$73,500	10/25/21	12 mos
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Ms. Cordner received a B.S. in Computer Engineering with a concentration in Cybersecurity from Old Dominion University. Previously, she worked as a Project Scientist and Research Associate at Old Dominion University’s Virginia Modeling, Analysis and Simulation Center and was a Software Developer for Polaris Alpha. (new position)

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Sierra Croker Academic Development Program Coordinator, Institutional Effectiveness and Assessment, and Instructor	\$53,550	9/10/21	12 mos

Ms. Croker received a B.S.W. from Virginia Commonwealth University and an M.S.Ed. in Educational Leadership from Old Dominion University. Previously, she worked as a Graduate Programs Coordinator and Transfer Advisor at Virginia Commonwealth University.

Ms. Donna Dail Distributive Education Clubs of America (DECA) Specialist, Darden College of Education and Professional Studies, and Assistant Instructor	\$62,379	10/25/21	12 mos
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Ms. Dail received a B.S. in Marketing Education from Virginia Tech. Previously, she was a National Board-Certified marketing education teacher and more recently became Virginia DECA Specialist, housed at Piedmont Virginia Community College. (new position)

Ms. Sherry DiBari Director of Communications and Marketing, Batten College of Engineering and Technology, and Instructor	\$60,000	9/25/21	12 mos
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Ms. DiBari received a Master's degree in Visual Communication and Geography from Ohio University. She previously served as the public relations specialist in Old Dominion University's Office of Public Affairs and Media Relations, a media specialist at the Virginia Space Grant Consortium, and an Adjunct Professor in ODU's Political Science and Geography and English Departments.

Dr. Jennifer Grimm Director of Leadership and Learning, Student Engagement and Enrollment Services, and Assistant Professor	\$75,000	9/25/21	12 mos
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Dr. Grimm received a Bachelor of Business Administration in Marketing and Human Resource Management and a Master of Education in College Student Personnel from Ohio University and a Doctor of Philosophy in Higher Education from Old Dominion University. Previously, she worked as the Director of Academic Initiatives in the Center for High Impact Practices at Old Dominion University.

Mr. James Heath Associate Director of Communications, Athletic Department, and Assistant Instructor	\$47,500	11/15/21	12 mos
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Mr. Heath received a B.A. in English with a Journalism concentration from Christopher Newport University. Previously, he worked as the Sports Information Director at Hampton University, the Media Relations Assistant for the Mid-Eastern Athletic Conference (MEAC) and is a Sports Information Consultant at the United States Collegiate Athletic Association.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Ericka Harrison-Bey Assistant Director of the Women and Gender Equity Center and Instructor	\$52,350	10/10/21	12 mos

Ms. Harrison-Bey received a Master’s degree in Clinical Mental Health Counseling and a Women and Gender Studies Certificate from Old Dominion University. Previously, she worked as a Crisis and Trauma Therapist – Counselor I in LPC Residency at the YWCA of South Hampton Roads.

Ms. Emily Love Campus Visit Coordinator and Instructor	\$39,270	10/10/21	12 mos
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Ms. Love received a B.A. in Psychology from the University of Tennessee and an M.S.Ed. in Higher Education from Old Dominion University. Previously, she served as the Graduate Assistant for the Office of Undergraduate Admissions and as Campus Visit Coordinator.

Dr. Keanen McKinley Assistant Director, Assessment & Planning for SEES, and Assistant Professor	\$67,397	9/10/21	12 mos
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Dr. McKinley received a B.S. in Aerospace Engineering from the Illinois Institute of Technology, an M.A in International Relations from the University of Oklahoma, and a Ph.D. in Educational Studies from the University of Cincinnati. Previously, he worked as a Research Associate at Ohio State University and also served as an engineer in the Air Force.  
(new position)

Ms. Romina Samson Director of Finance and Operations, Batten College of Engineering and Technology, and Instructor	\$70,000	10/10/21	12 mos
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Ms. Samson received a B.S.B.A. and an M.B.A. from Old Dominion University. Previously, she worked as the Fiscal Operations Specialist for ODU’s Batten College of Engineering and Technology.

Mr. Jacob Tousignant Academic Success Coordinator, Center for Advising Administration and Academic Partnerships, and Instructor	\$48,410	9/10/21	12 mos
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Mr. Tousignant received an M.Ed. in Teaching English as a Second Language and a B.S. in Global Business from Regent University. Previously he served as an Academic Advisor for the College of Health Sciences and an Academic Advisor at Regent University.

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### **EMERITUS/EMERITA APPOINTMENTS**

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



<u>Name and Rank</u>	<u>Effective Date</u>
Gail Dickinson Professor Emerita of STEM Education and Professional Studies	1/1/2022
Joyce Hoffmann Associate Professor Emerita of English	1/1/2022
Katherine Jackson Master Lecturer Emerita of English	1/1/2022
Shelley Mishoe Professor Emerita of Community and Environmental Health	1/1/2022
Ralph Stevens University Professor Emeritus and Associate Professor Emeritus of Biological Sciences	1/1/2022
Agnes Fuller Wynne Master Lecturer Emerita of Music	1/1/2022

#### GAIL DICKINSON

Gail Dickinson received a BS in Educational Media from Millersville State College (PA), an MS in Library Science from UNC-Chapel Hill, and a PhD from the University of Virginia. She joined Old Dominion University as an Assistant Professor in 2004 and was promoted to Professor in 2013. Recognition of Dickinson's accomplishments in teaching, research, and service include the Jesse H. Shera Award for Distinguished Published Research (Library Research Round Table – American Library Association), Library Instruction Round Table's Top 20 Selection for articles related to library instruction and information literacy (American Library Association), and numerous Shining Star Awards from ODU.

Dickinson is Past-President of the American Association of School Librarians. A former member of the Board of Examiners from the National Council for Accreditation of Teacher Education (NCATE), she still serves as a content specialist program reviewer for the Council for the Accreditation of Educator Preparation (CAEP). She also has both chaired and served as a member of multiple External Review Panels for the Office of Accreditation, American Library Association (ALA). Most recently Dickinson was named for a four-year term on the 12-member Council on Accreditation for the American Library Association (ALA).

Dickinson is the author of seven books, nearly 50 book chapters, refereed journal articles, published proceedings, and technical reports. She has also remained engaged in practice by her editorship of Library Media Connection, a prestigious practitioner journal, and a host of practitioner articles. Her research focuses on issues of instruction and management in school libraries.

## JOYCE HOFFMANN

Joyce Hoffmann received a Bachelor of Arts degree in English from Fairleigh Dickinson University, a Master of Arts in Journalism from Boston University, and a PhD in American Studies from New York University. She joined the Old Dominion faculty as an Assistant Professor in the Department of English in 1994 and achieved the rank of Associate Professor in 2000.

Hoffmann was named Public Editor of *The Virginian-Pilot*, the first academic invited to undertake that role. From 2008 to 2009 she wrote 27 columns which critiqued news and feature stories and explained newsroom policies to Virginian-Pilot readers. She is the author of three books: *Theodore White and Journalism as Illusion* (University of Missouri Press, 1995); *On Their Own: Women Journalists and the American Experience in Vietnam* (DaCapo Press, 2008); and *Newswomen: Twenty-Five Years on the Front Page* (The Sager Group, 2015), an edited collection on the works of women reporters.

## KATHERINE JACKSON

Katherine Jackson received a BA from the University of Virginia 1981 with a double major in English and Art History. After working in professional writing positions for 15 years, she earned an MFA in Creative Writing from Old Dominion University in 2000. Following three semesters as an Adjunct Instructor at Old Dominion, Jackson joined the faculty of the English Department as an Instructor in 2002. Subsequently, she was hired as a Lecturer in 2005 and earned promotions to Senior Lecturer in 2010 and Master Lecturer in 2017, ultimately teaching at Old Dominion for more than 20 years.

Jackson taught classes in creative writing, composition, literature, and public relations. In conjunction with her classes, she developed numerous community engagement/service-learning projects. She received a University Distinguished Teacher award in 2018 following nomination by her colleagues, and she won five “Shining Star” awards and a Most Inspiring Faculty award following nominations by her students. She also was recognized as ODU’s Faculty Advisor of the Year in 2014. In addition to teaching, Jackson co-directed ODU’s literary festival four times. She served as director of the ODU Writing Center in Norfolk for three years and as director of the ODU Virginia Beach Writing Center for more than ten years. She was a founding member and served as president of the Friends of the ODU MFA Creative Writing Program, which raised funds to endow a fellowship for graduate students.

Jackson’s book *Walking Virginia Beach*, a guide to trails in the city, was placed in a time capsule that will be opened on Virginia Beach’s 100<sup>th</sup> anniversary. She wrote a travel and recreation blog for the City of Virginia Beach, and published book reviews, essays, and feature articles in consumer and trade publications.

## SHELLEY MISHOE

Shelley Mishoe received a BS in Respiratory Therapy from SUNY Upstate Medical University, an MEd from Augusta University, and a PhD in Adult Education from the University of Georgia. She joined Old Dominion University (ODU) as Dean of the College of Health Sciences and Professor in the School of Community and Environmental Health in 2011. Recognition of some of her accomplishments include a John Broderick Diversity Award at ODU, the YWCA of South

Hampton Roads Women of Distinction Award, and Outstanding Faculty Award from Augusta University (formerly the Medical College of Georgia). She has also received several awards from the American Association for Respiratory Care (AARC) in recognition of her teaching, service and research including the Educational Practitioner of the Year Award, Delegate of the Year, Forrest Bird Literary Award (for outstanding publication), Bonner Smith Award for service to the profession, and Honorary Lifetime Member.

Mishoe has significant administrative experience at ODU and with other universities and organizations. Her administrative roles at ODU include service as Dean of the College of Health Sciences from 2011 to 2017, founder of the Center for Global Health (2012) and Co-Director of the Joint Master of Public Health program with EVMS (2011-2016). She served as the Project Director for an ODU contract from the Commonwealth of Virginia and as the Co-PI to develop a proposal for Virginia's first accredited School of Public Health (2013-2015), which established the strategic vision. Prior to joining ODU, Mishoe served in numerous roles at Augusta University including Associate Provost, Dean, Associate Dean, and Department Chair. She is a past president of the Southern Association of Health Sciences Deans and the Commission on Accreditation for Respiratory Care.

Mishoe's teaching career spans more than four decades with notable service achievements. She has taught hundreds of courses to thousands of students including GlobalHealth, Public Health Leadership, Health Management, and Health Services Research courses at ODU. She has served as the committee chair and member for many master's and doctoral students, including three recent graduates (2019-2021) from Old Dominion University's PhD program in Health Services Research. She co-developed the programs and proposals for establishing several new ODU programs including the graduate certificate program in global health, the undergraduate program in public health (BSPH) and the graduate program in public health (MPH). As Dean, she helped to establish Monarch Physical Therapy and the PhD Program in Kinesiology. Mishoe is an internationally recognized leader in higher education who has earned prestigious fellowships from the American Association of Respiratory Care (AARC), the Association of Schools Advancing the Health Professions (ASAHP) and the American Council of Education (ACE).

Mishoe' research addresses strategies to enhance management of patients with chronic respiratory disabilities and education of health professions students. Her research focuses on fostering students' critical thinking, decision making and teamwork as well as patients' quality of life. She has published six textbooks, 130 papers, technical reports, and book chapters, received 24 grants and contract awards totaling over \$7M, made 66 presentations at scientific meetings or invited seminars, hosted two professional meetings, served as Co-Editor of a special issue on Evidenced Based Medicine for the journal *Respiratory Care*, and served on the Editorial Board.

### RALPH W. STEVENS III

Ralph W. Stevens III received a BS in Biochemistry from Michigan State University, an MS with concentrations in Physiology and Neuroendocrinology from Wayne State University Medical School, and a PhD with a concentration in Reproductive Medicine and Cell Biology from The University of Texas Medical School at Houston. He completed a Post-Doctoral Fellowship in Anatomy and Physiology and Nuclear Medicine from The University of Michigan Medical School (National Cancer Institute Fellowship). Stevens joined the faculty at Old Dominion University as

an Assistant Professor of Biological Sciences in 1987, was promoted to Associate Professor in 1992, and achieved the University Professor designation in 2010.

Stevens received the Most Inspiring Faculty Award in 1989 from the College of Sciences. Over the next three decades 37 students selected him as their most inspiring faculty member. He was awarded the Armada Hoffer Weekend College Teaching Award in 2002 and received the Shining Star Award and Advisor of the Year Award in 2009, 2010, and 2014.

Stevens has been influential in teaching over 15,000 students at ODU. Approximately 150 have attended allopathic or osteopathic medical schools, 25 attended dental schools, 20 attended physical therapy programs, and hundreds enrolled in nursing and dental hygiene programs.

#### AGNES FULLER WYNNE

Agnes Fuller Wynne received a BA in Music from the University of Richmond and the Master of Music in Vocal Performance from the University of Maryland. She joined Old Dominion University as a full-time Instructor of Music in 1991, was promoted to Lecturer in 1997, promoted to Senior Lecturer in 2006, and attained the rank of Master Lecturer in 2019. Recognition of her accomplishments in teaching include the Joel S. Lewis Faculty Award for Excellence in Mentoring (College of Arts and Letters). She was inducted into Pi Kappa Lambda Music Honor Fraternity (ODU Chapter) in 1994 and holds the Army Certificate for Patriotic Civilian Service as vocal soloist with the Continental Army Band, receiving two Citation Medallions.

Wynne has served as the major professor for hundreds of vocal students pursuing Music Education and Performance degrees. She has served as Chief Departmental Advisor for the Diehn School of Music for half of her career and conducts orientation sessions with every incoming student. She has acted as Area Coordinator for the Vocal Area and has served as the Faculty Advisor for Sigma Alpha Iota Women's Music Fraternity. Wynne is an active recruiter and has been instrumental in bringing national performers to the campus for master classes and studio classes. Her committee work is extensive, serving on the Advisory Council (University) and numerous departmental committees. Her students compete annually through the National Association of Teachers of Singing Competitions and regularly place in the top ranks both regionally and nationally.

Throughout her career, Wynne has been in demand as a Soprano, both locally and nationally. Internationally she has performed as a guest artist in France, England, and Austria and performed operatic roles within the TodiMusicFest Opera Summer Music program. Locally she performed as a core member of the Virginia Symphony Chorus, with the Virginia Opera Company, with the Norfolk Chamber Consort, and with the Virginia Chorale. Wynne was heard regularly as the Commencement soloist at ODU, singing the National Anthem and the Alma Mater. She is also well known as a Choral Conductor and served as the Artistic Director for Schola Cantorum since 2007.

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Committee members approved the initiation of a Doctor of Occupational Therapy degree. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was approved by roll-call vote (*Ayes: Allmond,*

*Broermann, Corn, Dabney, Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None).*

## **APPROVAL OF A DOCTOR OF OCCUPATIONAL THERAPY DEGREE PROGRAM**

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed Doctor of Occupational Therapy degree program in the School of Rehabilitation Sciences in the College of Health Sciences effective with the spring 2023 semester.

*Rationale:* Old Dominion University seeks approval to initiate a Doctor of Occupational Therapy (OTD) degree program to begin spring 2023. Occupational therapists are certified and licensed healthcare professionals who help individuals, communities, and populations across the lifespan participate in the things they want and need to do through the therapeutic use of everyday activities (occupations). The program would be administered by the School of Rehabilitation Sciences in the College of Health Sciences and require 105 credit hours and full-time enrollment for three years of its anticipated cohort of 40-45 enrolled students each year.

The purpose of the proposed program is to prepare students to become occupational therapists who: 1) design and implement evidence-based occupational therapy services, 2) lead teams in health management, maintenance, and promotion and illness, injury, and disability prevention, and 3) design innovative interventions and programs that meet the needs of diverse individuals, communities, and populations. Students will learn the fundamentals of healthcare and the provision of professional practice across an array of healthcare, community, and educational settings and populations. Graduates of the proposed program will be effective contributors to diverse teams in complex healthcare systems, effectively employ client-centered outcome measurement and data-based decision making in intervention planning, implementation, and assessment, assess social determinants and adaptive performance patterns, and identify and advocate for the role of occupations in achieving health and self-management of diverse communities and populations. **While there are currently two entry points for occupational therapists into the profession, a master's degree, and a professional doctorate degree, compared to their master's level trained counterparts, graduates of doctoral programs are better prepared to:**

- Address the challenges of today's complex and ever-changing healthcare, education, and community-based settings.
- Meet the healthcare demands for leadership in primary care, community-based, and role emerging practice settings.
- Engage in collaborative and interprofessional care.
- Increase accessibility to services across the continuum of care for the diverse populations we serve.
- Advance the skills and knowledge in research, evidence-based practice, management, leadership, and systems navigation required by our rapidly changing healthcare markets.

Graduates of the proposed program will be qualified to serve the community as credentialed and licensed occupational therapists. They will evaluate and provide individually designed occupational therapy intervention for individuals, communities, and populations across industry

sectors with a variety occupational needs. Today’s OTDs are addressing and mitigating health disparities in access, quality, and costs, chronic physical and mental health issues, cultural differences and political priorities, healthcare reimbursement and practice delivery models, and client outcomes in health, wellness, and quality of life. They are trained to address the chronic healthcare needs individuals, communities, and populations through prevention, lifestyle modification, and physical and psychosocial rehabilitation. They are developing quality and value-based client and program assessments that lead to the development of holistic and individualized client-centered care and improve health outcomes and quality of life of all. And, they are bridging the boundaries between physical and behavioral health, and they are especially well poised to ensure that multidisciplinary teams identify and address commonly overlooked barriers to individual wellness and recovery within new models of integrated and behavioral healthcare.

In April of 2014, the American Occupational Therapy Association’s (AOTA) Board of Directors issued a position statement on the entry level degree for occupational therapists. In the statement, they argued that due to the increasingly complex healthcare environment, the need for high quality critical analysis, evidence-based practice, and leadership, and the changing demands of higher education, **the profession should take action to transition toward a doctoral-level single point of entry for occupational therapists by 2025.** In the convening years, AOTA, in collaboration with the Accreditation Council for Occupational Therapy Education (ACOTE), have been evaluating the professional point of entry and have recommended to its stakeholders that the entry point be limited to the entry level Doctor of Occupational Therapy degree. Due to market demands for more highly skilled healthcare practitioners and the notable outcomes of doctoral trained occupational therapists, of the 173 occupational therapy programs in the United States offering master’s degrees, 42 (24%) are currently transitioning to professional doctorate programs. Only 27% of developing programs plan to continue to offer master’s degrees. **By the end of 2024, over 72% of all occupational therapy programs in the United States will be offered at the professional doctorate level.**

Our graduates will be highly knowledgeable of the profession’s evidentiary base and demonstrate the research literacy skills to apply the foundations of scholarship to the development of programs that address the physical and mental health and wellness of their clients and transform the population health of the Hampton Roads region. Our graduates will improve access to innovative and high-quality services in both traditional healthcare and community markets as well as innovative and emerging practice settings where they will reach underserved and marginalized populations, improve healthcare outcomes, and reduce healthcare disparities. The proposed program expects to not only fill the staggering workforce shortages of the region but create innovative models that improve the health and quality of life of the region itself.

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

Vice President Morris Foster introduced Sachin Shetty, Professor of Computational Modeling and Simulation Engineering, who presented information on the Center for Secure and Intelligent Critical Systems. The Center conducts research on developing and integrating secure and intelligent technologies to ensure safe, reliable, and resilient

infrastructure for the future. Dr. Shetty also provided an overview of the Center's national and regional impact in the areas of securing critical infrastructure.

### **ATHLETICS COMMITTEE**

Ms. Allmond, chair of the Athletics Committee reported that Athletic Director Wood Selig provided an update on the move to the Sun Belt Conference explaining the footprint of the member institutions with decreased travel and increased fan interest, the vastly increased media coverage value with ESPN, the positive social media coverage, and the potential timeline for ODU to begin competing in the conference.

Head Football Coach Ricky Rahne introduced his three core values – care, compete, character – and related those to his perspective on the conference change where he described the Sun Belt Conference as a higher level of competition as compared to Conference USA, which will provide a better student-athlete experience with less travel and greater ability for fans to travel, coaches of great character, national viewership on ESPN, great bowl tie ins, and better recruiting opportunities. He also discussed the high winning records of the Sun Belt Conference as compared to CUSA in conference and bowl appearances.

Annamarie Ginder, Assistant Director of Compliance, updated the committee on Name, Image, and Likeness (NIL) and reviewed the permissible and prohibited actions based on the Old Dominion NIL policy released on July 1, 2021. She also provided insight on the look ahead to include policy modification, monitoring State and Federal regulations, and continued education for student-athletes.

Jena Virga, Executive Senior Associate for Development, provided an athletics fundraising update with 2020-21 fundraising success highlights, an update on the L.R. Hill football locker room expansion, the baseball stadium fundraising initiative, and sport specific enhancement fundraising.

Noah Wilkins, President of the Student-Athlete Advisory Committee (SAAC) and student-athlete swimmer, reviewed the three pillars of the SAAC – community service, student-athlete welfare, and championship effort – and discussed current and future SAAC projects and initiatives.

### **AUDIT AND COMPLIANCE COMMITTEE**

Mr. Harris, vice chair of the Audit and Compliance Committee, reported that Amanda Skaggs, Chief Audit Executive, briefed the Committee on revisions to the Committee's Charter. The Audit Committee Charter, as revised, was brought forth as a recommendation of the Audit and Compliance Committee and was approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Dabney, Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

**OLD DOMINION UNIVERSITY  
AUDIT AND COMPLIANCE COMMITTEE CHARTER**

**PURPOSE AND AUTHORITY**

To assist the Board of Visitors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the internal and external audit processes, and the University's process for monitoring compliance with laws and regulations and the code of ethics. In so doing, it is the responsibilities of the Committee to maintain free and open communication among the Committee, independent auditors, the internal auditors, Compliance Advisory Committee, and management of the University. The Committee has such authority as is provided for in the Code of Virginia, the Board Bylaws and as assigned by the Board as a whole.

**COMPOSITION**

The Audit and Compliance Committee will consist of an odd number of members of the Board of Visitors. Committee members and the chair shall be appointed through the normal processes as defined in the Board Bylaws. Members of the Audit and Compliance Committee should have some basic knowledge of generally-accepted accounting procedures and financial reporting and controls. Members of the Audit and Compliance Committee may serve on the Administration and Finance Committee; however, a majority of the Audit and Compliance Committee may not serve on the Administration and Finance Committee. The Chair should also not serve on the Administration and Finance Committee.

**MEETINGS**

Meetings of the Committee will occur in conjunction with regular meetings of the Board of Visitors, which happen no less frequently than four times each year on such dates and in such places as may be set by the Rector and the Board of Visitors. The Committee will have the authority to convene additional meetings as circumstances require. All committee members are expected to attend each meeting – in person or via teleconference or videoconference. The Committee will invite members of management, auditors, or others to attend meetings and provide pertinent information, as necessary. It will hold private meetings with auditors (see below) and executive sessions. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared and distributed in advance of subsequent meetings.

**RESPONSIBILITIES**

The Committee's general responsibilities are defined in Section 4.02 (d) of the Board Bylaws:

"The Committee is responsible for (1) oversight of financial reporting and financial statement matters and any critical accounting and reporting issues; (2) reviewing annually the audited financial statements with the external auditors, determining that the administration has been open and has acted in good faith in connection with the audit; (3) oversight of the internal audit function, including receiving reports and approval of the annual audit plan; and (4) oversight of the University's compliance function."



More specifically, the below are some of the duties of the Committee:

### **Financial Statements**

- Receive entrance and exit communications with the external auditors regarding their annual audit of the University and any other communications as necessary.
- Review with management and the external auditors the results of the audit, including any difficulties encountered.

### **Internal Control**

- Consider the effectiveness of the University's internal control system, including information technology security and control.
- Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.
- Determine whether internal control recommendations made by internal and external auditors have been implemented by management.

### **Internal Audit**

- Review with management and the University Auditor the charter, plans, activities, staffing, and organizational structure of the internal audit function.
- Approval annual internal audit plans.
- Periodically review and update the internal audit function's audit charter.
- Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the Chief Audit Executive.
- Review the effectiveness of the internal audit function, including compliance with The Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*. This includes receiving the results of periodic peer reviews conducted on the internal audit function.
- Review the results of significant audit activities, audit reports, and management responses, and ensure the Committee is informed about fraud, illegal acts, deficiencies in internal control and other audit-related matters.
- Monitoring the adequacy and timeliness of corrective actions taken in response to audit activities.
- On an as needed basis, meet separately with the Chief Audit Executive to discuss any matters that the Committee or internal audit believes should be discussed privately.

### **External Audit**

- Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing standards.
- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- Monitor audits performed by the external auditors.

- On an as needed basis, meet separately with the external auditors to discuss any matters that the Committee or auditors believe should be discussed privately.

### **Compliance**

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance.
- Review the findings of any examinations by regulatory agencies and any other auditor observations.
- Review the process for communicating the code of ethics to university personnel and for monitoring compliance therewith.
- Obtain regular updates from management, internal audit, the compliance function, and University legal counsel regarding compliance matters.

### **Reporting Responsibilities**

- Regularly report to the Board of Visitors about committee activities, issues, and related recommendations.
- Provide an open avenue of communication between internal audit, the external auditors, and the Board of Visitors.

### **Other Responsibilities**

- Perform other activities related to this charter as required by the Board of Visitors.
- Review and assess the adequacy of the committee charter annually, requesting board approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this charter have been carried out.
- Chair shall evaluate the Committee's performance and individual member participation on a regular basis.

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Ms. Skaggs presented the findings of the completed audit reports on the Office of the President FY2021 Expenditures, Enterprise Service Bus, Facilities Events and Equipment, Police Department Clery Act Compliance, Police Department Fiscal Activities FY2021, and status report of open audit issues since September 2021. She then briefed the Committee on the current open audit projects.

Interim Vice President of Administration and Finance Todd Johnson reported on the Red Flag Rule, affirming that the University has met all of the requirements and the Red Flag Rule and University personnel have completed all training as required.

## GOVERNANCE COMMITTEE

On behalf of Jerri Dickeski, chair of the Governance Committee, the Rector reported that the committee met twice since September. At its meeting on November 15, the Committee reviewed three Board policies. No changes are recommended for Policies 1102, Communications with the Board of Visitors, and 1103, Recommended Qualifications and Competencies for Members of the Old Dominion University Board of Visitors. Minor revisions are proposed for Policy 1110, Editorial Revisions to Board of Visitors Policies and Procedures When There are Title Changes and Changes to Office Names.

The following policies were brought forth as recommendations of the Governance Committee and were approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Dabney, Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

**NUMBER:** 1102

**TITLE:** Communications with the Board of Visitors

**APPROVED:** June 15, 1972; Revised February 11, 1983; Revised September 16, 1983; Revised June 20, 1990; Revised April 11, 2003

1. It is the policy of the Board of Visitors that there shall be useful exchange of information between the Board and the various university constituencies. The Board believes that it is important to have opportunities to hear from the many constituencies involved and interested in the work of the institution.
  - a. Communication with the students and faculty is particularly important. The Board shall invite formal student and faculty input and engage in informal conversations concerning issues before the Board when appropriate.
  - b. The Board may meet with any other university constituencies. The Board shall determine the nature, scope, and scheduling of such meetings.
2. The purpose of this policy is to enable the Board to make informed judgments in taking actions that affect the governance of the university. To that end, the president, as chief executive officer, is charged with the responsibility of maintaining communication between the Board and the various university constituencies, including faculty, staff, students, alumni, and members of the communities served by the university, as appropriate.
3. The president also is expected to inform the Board in an accurate and timely fashion of the views of various university constituencies and to apprise and educate the Board concerning significant issues, opportunities, achievements, and concerns that have or will confront the university and those constituencies. To aid in that process and in addition to authorized representatives selected by the Board (see section 1104), the president is encouraged to invite, from time to time when relevant and appropriate, other informed faculty, staff, students, alumni, benefactors, friends, and interested parties to present views to the Board or its committees when recognized by the Rector or Committee Chair.

4. Members of any university constituency who desire to make their views known to the Board on a particular issue should request the president to present those views to the Board or request the president to provide them with the opportunity to do so in person at a future meeting of the Board or one of its committees. It is within the discretion of the president to determine the most appropriate way for those views to be communicated to the Board.
5. In order to ensure that the Board is conversant with the wide variety of issues, opportunities, achievements, and concerns that exist in the university community, the president is encouraged to provide the Board with broadest possible exposure to University life. In addition to the foregoing, this may be accomplished by presentations by members of the university community at the meetings of the Board or its committees, and on-site meetings or informational sessions held in a variety of university facilities and locations, both on and off the main campus.
6. This section shall not be interpreted to discourage the free discussion by University and Foundation personnel, faculty, alumni, and students regarding public or personal matters with Board of Visitors members. Nothing in this section shall be construed to prohibit the gathering or attendance of two or more Board members with members of the University community at any place or function where no part of the purpose of such gathering or attendance is the discussion of public business, and such gathering or attendance was not called or prearranged with any purpose of discussing or transacting any public business.

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**NUMBER:** 1103

**TITLE:** Recommended Qualifications and Competencies for Members of the  
Old Dominion University Board of Visitors

**APPROVED:** June 12, 2014

The Board of Visitors of Old Dominion University proposes to the Governor that he/she seek to achieve a balance of the following qualifications and competencies among the members of the Board of Visitors when considering appointments to the institution's governing board:

1. Members with the ability to dedicate the necessary amount of time and energy to fulfilling Board duties, while recognizing the Board's policy-driven role and its responsibility for hiring and evaluating the President.
2. Members with understanding of the formal and informal structure of Virginia state government.
3. Members with acumen and understanding of the formal and informal structure of Virginia's higher education system and the major issues in higher education within the Commonwealth and across the nation.

4. Members with an understanding of how to best oversee a comprehensive research university, including the implications of global interdependence and importance of global engagement.
5. Members with business acumen and experience running a large, complex organization.
6. Members with an understanding of the broad-based role of the changing academic curriculum, including modes of delivery beyond the traditional classroom setting.
7. Members with respect for diversity and the role it plays in higher education.
8. Members with the ability to communicate effectively.
9. Members capable of being proponents and supporters of Old Dominion University.

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**NUMBER:** 1110

**TITLE:** Editorial Revisions to Board of Visitors Policies and Procedures

**APPROVED:** June 20, 1991

RESOLVED, that the Board of Visitors approves editorial revisions to Board of Visitors policies and procedures when there are non-discretionary statutory code changes in the Virginia Code, or when title changes or changes in office names are made by the University. The Provost and Vice President for Academic Affairs and University Counsel have authority to make these kinds of revisions to Board policies without presenting individual policies to the Board of Visitors for approval. The Board will be notified of such changes at its next regular meeting.

Rationale:

There are times when non-discretionary changes are made to the Virginia Code, or titles of university administrators or the names of university offices are made by the University. Allowing these editorial changes to be made without presenting individual policies to the Board each time a change is made keeps the information in the policies and procedures current, and allows the Board to spend its time on more substantive issues.

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Donna Meeks reviewed the process for reviewing Board policies that had been recommended by University Counsel for removal. President Hemphill directed the vice presidents to review those policies under their purview and recommend whether they should remain as a Board-level policy. The results of that review were discussed by the Governance Committee, which concurred with the recommendations and approved a resolution to rescind those policies recommended for removal as Board-level policies.

The following resolution was brought forth as a recommendation of the Governance Committee and was approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Dabney,*

*Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None).*

## **RESOLUTION REGARDING BOARD OF VISITORS POLICIES**

WHEREAS, the Board of Visitors' Governance Committee is undertaking a comprehensive review of current Board policies; and

WHEREAS, as part of this review, University Counsel has recommended that certain Board policies may no longer need to remain at the Board level; and

WHEREAS, at the request of the Governance Committee and under the President's direction, these policies were reviewed by the appropriate Vice President; and

WHEREAS, the Vice Presidents recommended one of the following: Keep as Board-level Policy/No Revisions Needed; Keep as Board-level Policy/Revisions Needed; Transition to University-level Policy; No Revisions Needed; Transition to University-level Policy/Revisions Needed; or Rescind Policy; and

WHEREAS, these recommendations were reviewed and approved by the President's Cabinet and were submitted for consideration by the Governance Committee.

NOW, THEREFORE, BE IT RESOLVED, that upon the recommendation of the Governance Committee, the following Board of Visitors policies be rescinded:

- 1403 – Academic Freedom
- 1404 – Professional Ethics
- 1405 – Faculty Performance Period
- 1406 – Guidelines for Named Chairs
- 1407 – Guidelines for Named Professorships
- 1409 – Joint Appointments
- 1410 – Academic Rank and Criteria for Rank
- 1413 – Evaluation of Tenured Faculty
- 1417 – Evaluation of Lecturers, Senior Lecturers, Master Lecturers and Promotion of Lecturers and Senior Lecturers
- 1421 – Outside Employment
- 1422 – Policy on Tenure-Track Positions Funded by Research Grants
- 1426 – Policy, Procedures and Timeline for Responding to Allegations of Misconduct in Scientific Research and Scholarly Activity
- 1430 – Sick Leave Policy
- 1431 – Military Leave Policy
- 1432 – Leave of Absence Without Compensation
- 1433 – Civil and Administrative Leave Policy
- 1434 – Bone Marrow and Organ Donor Leave Policy
- 1435 – Emergency/Disaster Leave Policy
- 1436 – Recognition Leave Policy
- 1437 – School Assistance and Volunteer Services Leave Policy
- 1440 – Retirement Incentive Program for Faculty
- 1443 – Voluntary Phased Separation Program for Tenured Faculty

- 1471 – Faculty Grievance Committee and Hearing Panels: Composition and Procedures
- 1480 – Guidelines for Appointment and Promotion of Librarians
- 1491 – Annual Leave Policy for Administrative and Professional Faculty and Eligible Instructional and Research Faculty on Twelve-Month Contracts
- 1492 – Compensation and Personnel Administration Plan for Administrative and Professional Faculty
- 1493 – Extra Compensation for Administrators with Faculty Rank
- 1494 – Outside Employment Policy for Administrative and Professional Faculty
- 1633 – Quasi-Endowment and Current Funds Reserve Portfolio Pool A and Pool B
- 1635 – Authority to Expend Quasi-Endowment Income for University Operations
- 1636 – Current Fund Portfolio
- 1639 – Transfer of University Funds
- 1801 – Development Policy
- 1802 – Acceptance of Gifts-in-Kind to the University
- 1850 – Recognition of the Alumni Association

BE IT FURTHER RESOLVED, that the following policies will remain Board-level policies and be included in the current review process:

- 1415 – Advanced Placement, International Baccalaureate and A/AS Credit Level
- 1416 – Sudden Withdrawal and Prolonged Absence Due to Military Mobilization
- 1461 – Declaration of a State of Bona Fide Financial Exigency or Several Financial Difficulty
- 1462 – Policy for the Review of Academic Programs, Departments or Colleges for the Purpose of Possible Curtailment or Discontinuance
- 1463 – Dismissal of Faculty from Employment Due to a Financial Exigency or Discontinuance of a Program of Study or a Department of Instruction
- 1602 – Disposition of Unclaimed or Abandoned Property
- 1630 – Statement of Responsibility Regarding University Investments
- 1631 – Spending Policy for Endowed Funds
- 1632 – Investment Authorization

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Al Wilson, University Counsel, is continuing his review of the proposed Naming Policy that had been drafted by former Associate University Counsel Jay Wright and will provide input to the Governance Committee subcommittee in early 2022.

The Committee discussed the 2022 Board Self-Assessment Survey and proposed changes to reflect the recommendations made by Board members from the 2021 survey. The updated survey will be distributed in January for completion prior to the April Board meeting.

The Committee also discussed the review of the remaining Board-level policies. A process change has resulted from the Governance Committee's role in policy review. For those policies that fall under a particular area (for example, Academic Affairs), they will first be reviewed by that Board standing committee. They will then be forwarded to the Governance Committee for review and recommendation to the full Board for approval.

The Committee will next focus its review on those Board policies identified by the SACSCOC team as needed for reaccreditation.

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

Mr. Corn, chair of the Student Enhancement and Engagement Committee, reported that Vice President Stansberry reported on COVID-19 statistics. 96.83% of students enrolled at the Norfolk and HEC campuses are vaccinated and 98.60% of students with on-campus housing are vaccinated. A total of 166 of 10,282 COVID-19 tests performed since August 27 were positive tests.

Vice President Stansberry presented 10-year patterns for enrollment, including total headcount for graduate and undergraduate, fully online by graduate and undergraduate, and new, transfer, and first-year headcount by total graduate and undergraduates. Initiatives for Spring enrollment plans include Open Houses, First Fridays, Scholar's Day, Admitted Students Day, and campus tours.

Bridget Weikel, Associate Vice President of Learning, and Sherry Watson, Executive Director of Career Development Services, shared programming highlights included an overview of the new student recruitment portal, Handshake, as well as Experience Guaranteed. Working team collaboration, Experience Guaranteed Fair at Open House, SEES Experience Guaranteed paid internships and the Monarchs LEAD Conference were implemented in Fall 2021 as part of the Experience Guaranteed initiative.

Lolo Jegeda, student representative to the Board, reported on her meeting with the Military Connection Center and challenges affecting new military students as they navigate transition issues. She suggested partnerships with Career Development Services, scholarships, orientation programs for incoming military students, childcare, and a Green Zone as viable solutions to the concerns. Statistics on career fairs from 2018-2021 were presented. A total of 367 students were in attendance and 78 employers registered for the Fall 2021 career fair. Ms. Jegede also gave an update on Career Development Services' transition from Purple Briefcase to Handshake. She discussed upcoming Career Development Services events and offered ways to improve the interaction with students. She reported on Fall 2021 on-campus events and the increase in student activities later in the Fall 2021 semester. Guest speaker, Dr. Kevin Muchiri, spoke on the SUMMIT, an organization that promotes student success by exposing them to available resources on campus. He detailed their goals, successes, and retention rates.

### **UNIVERSITY ADVANCEMENT COMMITTEE**

Mr. Decker, vice chair of the University Advancement Committee, reported that Vice President Alonzo Brandon presented dashboard items measuring productivity in the area of University Advancement. Fundraising progress for this fiscal year totaled \$21M broken out into \$19.3M for the Educational Foundation and \$1.8M for the Athletic Foundation. He also gave a quarterly review of virtual events for Alumni Relations, Donor Relations, and Athletic Development.



Mr. Dan Genard, Associate Vice President for Advancement, reviewed the software "Blackbaud" that will replace the current alumni database. He discussed the features, pricing structure, and timeline to implement. Mr. Genard also reviewed a marketing project for annual giving through the company EAB. His project will run from 2022-2025 and will include year-round activities to deliver consistent alumni engagement and appeals.

Dr. Jeff Tanner, Dean of the Strome College of business, discussed fundraising efforts for the College and specifically the Thurmond School of Professional Sales and Negotiation. The mission of this School is to develop and deliver communication skills training to students and the community, particularly women and minority groups who have less access to formal soft-skills training.

### **ADMINISTRATION AND FINANCE COMMITTEE**

Mr. Hill, chair of the Administration and Finance Committee, reported that Mr. Bruce Aird, University Budget Officer, briefed the Committee on relocating the existing Student Health Center and Health Counseling Services from Webb University Center to a new facility. He presented a resolution requesting authorization for the sale of the remaining \$5.2M of 9(d) bonds for the project. The following resolution was brought forth as a recommendation of the Administration and Finance Committee and was approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Decker, Dickeski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

## **RESOLUTION OF THE BOARD OF VISITORS OF OLD DOMINION UNIVERSITY VIRGINIA COLLEGE BUILDING AUTHORITY FINANCING AUTHORIZATION**

**WHEREAS**, pursuant to and in furtherance of Chapter 12, Title 23.1 of the Code of Virginia of 1950, as amended (the "Act"), the Virginia College Building Authority (the "Authority") developed a program (the "Program") to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia ("Participating Institutions" and each a "Participating Institution") to finance or refinance projects of capital improvement ("Capital Projects" and each a "Capital Project") included in a bill passed by a majority of each house of the General Assembly of Virginia (the "General Assembly");

**WHEREAS**, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) ("Pooled Bonds") to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

**WHEREAS**, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 1208, Title 23.1 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will

agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

**WHEREAS**, the Board of Visitors (the “Board”) of **OLD DOMINION UNIVERSITY** (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: the **STUDENT HEALTH AND WELLNESS ADDITION** (Project Code 221-18407) (collectively, the “Project”); and

**WHEREAS** the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:**

**Section 1.** The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, the **President and the Vice President for Administration and Finance** (the “Authorized Officers”) are each hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and nongeneral fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

**Section 2.** Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officers are authorized and directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds, and to notify Virginia Department of Treasury representatives serving as Authority staff at least 60 days in advance of a pledge of any

amounts pledged to the payment of the Note in accordance with Section 1 hereof to, or as security for, the payment of any other Institution obligations issued or entered into after the date hereof for so long as the Note and any amendments thereto remain outstanding.

**Section 3.** The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$5,200,000 as the same may be so increased; (c) the aggregate interest rate payable (i) under a tax-exempt Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index for tax-exempt yields, as of the date that the interest rates are determined, taking into account any original issue discount or premium and (ii) under a taxable Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by MMD or another comparable service or index for taxable yields, as of the date that the interest rates are determined; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

**Section 4.** The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23.1-1211 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

**Section 5.** The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

**Section 6.** The Board designates the *Vice President for Administration and Finance* to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without

limitation monitoring the use of any portion of all Capital Projects for the Institution financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

**Section 7.** This resolution shall take effect immediately upon its adoption.

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Ms. Mary Deneen, Assistant Vice President for Finance and University Controller, presented the Unaudited Financial Statements for the year ended June 30, 2021. She noted that the total assets and deferred outflows increased \$45.6M, which is 4.4% higher than FY2020. Liabilities and deferred inflows decreased by \$9.1M or 1.5% from FY2020 and total net position increased \$54.7M to \$497.8M in FY2021. These increases reflect the University's continued investment in facilities and equipment, as well as prudent management of its fiscal resources.

Ms. Etta Henry, Director of Procurement Services, briefed the Committee on Executive Order 77, *Virginia Leading by Example to Reduce Plastic Pollution and solid Waste*. She presented the University's collaborative approach to addressing the plastic reduction requirements of the Executive Order, the visible impact that the campus community will see, and a brief overview of the University's plastic reduction and recycling efforts.

Mr. Rob Wells, Director of Risk Management, presented an update on the University's Enterprise Risk Management initiative. Mr. David Robichaud, Director of Design and Construction, provided an update on the status of capital outlay projects, and Ms. Maggie Libby, Associate Vice President for Advancement-Foundations, presented an update on the Educational Foundation investments.

## **TEN-YEAR ENROLLMENT TRENDS PRESENTATION**

Don Stansberry, Vice President for Student Engagement and Enrollment Services, and Jane Dané, Associate Vice President for Enrollment Management, briefed the Board on ten-year enrollment trends and enrollment strategies at Old Dominion University. Rector Bradley and President Hemphill both commented that this presentation will inform the Board as it continues its discussions on right-sizing the institution as part of the overall strategic planning process. The projected decline in high school graduates and the resulting challenges were discussed as well as other factors that will impact higher education enrollments.

The administration is recommending that growth opportunities focus on online offerings rather than growing on-campus enrollment by targeting non-traditional populations, leveraging local regional assets, targeting employers for business development activities, professional online master's programs, changing workforce's high demand degrees, health sciences and public health partnerships, partnerships for transfer (Mobility Pass Program), stop-out students, and Hispanic students.

Challenges and opportunities created by changing demographics include finite availability of candidates, high competition with peer Virginia public institutions, space limitations and

infrastructure for support, non-traditional/online freshmen have lower retention and graduation rates, high percentage of low-income students, growing Hispanic population while other groups decline, traditional pipeline from VCCS has significant declines, non-traditional/online students enroll as mostly part-time students, tuition model, incentive to grow programs; particularly the online professional masters; face-to-face numbers declining and increasing demand for asynchronous online offerings, increasing competition from online enrollment, graduate assistantships/fellowships are not competitive, potential market for career switchers/completers, potential climate in the United States and feeder countries, and challenges of student mobility created by the Pandemic.

By maintaining the current level of the main campus enrollment, continuing to build infrastructure, and focusing on growth in the online environment, the University could potentially double online enrollment, bringing total enrollment to approximately 30,000.

In response to a question from Mr. Hill, Vice President Stansberry stressed the importance of creating the best tuition model for students taking courses fully online. President Hemphill added that the ODU Online task force is looking at that as part of an overall business plan to include in its recommendations. Vice President Stansberry said that ODU is working on a partnership with TCC that would allow their students to live in ODU residence halls and experience what it means to be an Old Dominion University student while taking classes at TCC. This bridge program is anticipated to begin next fall.

Ms. Allmond suggested that the University consider partnering with other universities to offer specialized courses (for example, in maritime) that are not offered at students' home institutions. Vice President Stansberry commented that there was high demand by non-ODU students for a popular online Biology course during the Pandemic.

The Rector thanked Vice President Stansberry and Associate Vice President Dané for their presentation.

### **MOTION FOR CLOSED SESSION**

The Rector recognized Ms. Almond, who read the following motion: “Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Sections 2.2-3711(A), subsections (1), (6), (7) and (8) for the purposes of discussing the appointment and performance of specific employees; discussing the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the University would be adversely affected; consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probably litigation, where such consultation or briefing in an open meeting would adversely affect the negotiating or litigating posture of the University; and consultation with legal counsel retained by the University regarding a specific legal matter requiring the provision of legal advice by such counsel. The motion was seconded by Mr. Hill and approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Decker, Dickeski, Hill, Jones, Kemper, Mugler, Pitts, Smith; Nays: None*).

In addition to the Board members in attendance, President Brian Hemphill, Vice President Ashley Schumaker, University Counsel Allen Wilson, and Vice Provost for Academic Affairs Brian Payne were present during portions of the closed session.

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

At the conclusion of Closed Session, the Rector reconvened the meeting and the following Freedom of Information Act Certification was read: “Any person who believes that the Board discussed items, which were not specifically exempted by law or not included in the motion, must now state where they believe there was a departure from the law or a departure in the discussion of matters other than that stated in the motion convening the closed session. I shall now take a roll call vote of the Board. All those who agree that only lawfully exempted matters and specifically only the business matters stated in the motion convening the closed session were discussed in closed session say “aye.” All those who disagree say “nay.” The certification was approved by roll-call vote (*Ayes: Allmond, Broermann, Corn, Decker, Dickseski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

## **RESOLUTION REGARDING PRESIDENT'S ANNUAL PERFORMANCE PLAN**

Upon a motion made by Ms. Smith and seconded by Mr. Mugler, the Board approved the following resolution by roll-call vote (*Ayes: Allmond, Broermann, Corn, Decker, Dickseski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

### **President Brian O. Hemphill, Ph.D. Annual Performance Plan December 10, 2021**

**Be it Resolved**, the Board of Visitors hereby approves payment as part of President Brian O. Hemphill’s 2021-2022 annual performance plan, as discussed in closed session on September 14, 2021, with a progress report provided on December 10, 2021, and that said plan pursuant to Sections D.2. and E. of President Hemphill’s employment agreement is considered a personnel record. The Board also approves an incentive payment as discussed in closed session.

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## **RESOLUTION APPOINTING VICE PRESIDENT FOR ADMINISTRATION AND FINANCE**

Upon a motion made by Ms. Smith and seconded by Mr. Hill, the Board approved the following resolution by roll-call vote (*Ayes: Allmond, Broermann, Corn, Decker, Dickseski, Harris, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nays: None*).

### **Vice President for Administration and Finance Appointment December 10, 2021**

**Be it Resolved**, the Board of Visitors hereby approves the appointment of Chad A. Reed as Old Dominion University's Vice President for Administration and Finance, effective March 10, 2022, under the terms and conditions determined by President Brian O. Hemphill, Ph.D., and communicated to the Board in closed session.

**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 discuss, the meeting was adjourned at 1:35 p.m.