

**OLD DOMINION UNIVERSITY
BOARD OF VISITORS
Friday, September 16, 2022**

MINUTES

A regular meeting of the Board of Visitors of Old Dominion University was held on Friday, September 16, 2022, 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
Peter G. Decker, III
Jerri F. Dickseski
Dennis M. Ellmer
Brian K. Holland
Toykea S. Jones
Kay A. Kemper
E. G. Middleton, III
Elza H. Mitchum
Ross A. Mugler
P. Murry Pitts
Armistead D. Williams, Jr.
Antra Patel (*Student Representative*)

Absent from the Board:

Larry R. Hill
Maurice D. Slaughter

Also present:

Brian O. Hemphill, President	
Austin Agho	Casey Kohler
Bruce Aird	Donna Meeks
Alonzo Brandon	Alicia Monroe
Laura Delbrugge	Brian Payne
Tammi Dice	Chad Reed
Gail Dodge	Nina Rodriguez-Gonser
Morris Foster	September Sanderlin
Kenneth Fridley	Ashley Schumaker
Timothy Hackman	Amanda Skaggs
Todd Johnson	Lisa Smith
Kenneth Kahn	Don Stansberry
Kiran Karnade	Allen Wilson

CALL TO ORDER AND SPECIAL PRESENTATION

The Rector called the meeting to order at 9:00 a.m. and noted that a quorum was present. He welcomed the new Board members and thanked President Hemphill for the dinner held at the Jacobson House the previous evening. He welcomed former Rector Lisa Smith, who was participating via Zoom, for the purpose of unveiling her portrait that will be placed on the “wall of Rectors” in the Board Room. Ms. Smith thanked the Board, welcomed the new Board members, and commented on how much she enjoyed her time on the Board.

APPROVAL OF MINUTES

The Rector called for approval of the minutes of the annual Board meeting held on June 3, 2022. Upon a motion made by Ms. Dickseski and seconded by Ms. Allmond, the minutes were approved by all Board members present and voting (*Allmond, Broermann, Corn, Decker, Dickseski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

RECTOR’S REPORT

In his report to the Board, Rector Bradley applauded the President on his State of the University address and recognized Ashley Schumaker for the presentation and video. As an alumnus of ODU, he received an email with a link to the video, so it is being widely shared. He asked those who had not seen the video to let Donna know so she can provide the link.

The Rector noted the early success of the Sun Belt Conference, with ODU’s win against Virginia Tech in its first game, and three upsets the following week with Marshall beating Notre Dame, Appalachian State beating Texas A&M, and Georgia Southern beating Nebraska.

Presidential Inauguration activities include a gala on the evening of October 20 and the inaugural ceremony at 10:00 AM on October 21. The Board will be further briefed by the Chief of Staff on additional activities included in the inaugural.

Board Operating Budget Report - The Rector explained to the new members that the status of the Board’s operating budget is a standing report to the Board in compliance with the Board’s Bylaws and called on Vice Rector Murry Pitts to provide an update. Mr. Pitts called the members’ attention to the one-page budget summary handout. He explained that the E&G budget covers overhead expenses for Board meetings, including catering and travel, and also includes funds to support the contract with OnBoard, the Board’s meeting portal. The discretionary budget covers expenses to support the annual retreat and other expenses such as flowers for events that cannot be paid from the E&G budget.

PRESIDENT’S REPORT

In his report to the Board, President Hemphill acknowledged two new members of his team – Ms. Jaime Hunt, Vice President for University Communications and Chief Marketing Officer, and Dr.

Alicia Monroe, Chief Integration Officer. Jaime comes to Old Dominion University from Miami University in Ohio where she led their marketing and communications efforts. Her career in the communications industry includes more than 25 years of experience beginning in print journalism and transitioning to higher education nearly two decades ago. She brings with her deep experience in the areas of media relations, marketing, creative direction, crisis communications, branding, digital communications, reputation/issues management, multimedia, photography, public radio, enrollment/admissions communications, and government relations. As this is Jaime's first week on campus, we are excited to extend a warm Monarch welcome to her. The President recognized the efforts of Toykea Jones that led to these next steps in marketing and branding.

The President also welcomed Dr. Alicia Monroe, who is joining the University as the Chief Integration Officer and senior advisor to the ODU/EVMS steering committee. Dr. Monroe previously served as Provost and Senior Vice President of Academic Affairs, Faculty Affairs, and Professor of Family Medicine for eight years at the Baylor College of Medicine. Prior to that, she was Chief Academic Officer and Vice Dean for Educational Affairs and Professor of Family Medicine at the University of South Florida. She received her medical education at Brown University and Indiana School of Medicine. She has hit the ground running as the lead for the University's integration office and will do an outstanding job over the next two years.

Introduction of New Deans

Following a number of recent national searches, we are honored to welcome new deans to our academic enterprise, including Laura Delbrugge, Ph.D. in the College of Arts and Letters, Tammi Dice, Ph.D. in the Darden College of Education and Professional Studies, who previously served in an interim capacity; Kenneth Fridley, Ph.D. in the Batten College of Engineering and Technology; Timothy Hackman in University Libraries; and Kenneth Kahn, Ph.D. in the Strome College of Business. Additionally, Brian Payne, Ph.D., who has been serving as Vice Provost for Academic Affairs for several years, will now also serve as Dean of Interdisciplinary Programs. Each of these individuals bring a great deal of experience and knowledge to our campus and our community. In the near future, we look forward to adding another dean to our campus as we complete the search for the School of Public Health's inaugural leader. President Hemphill acknowledged Provost and Vice President for Academic Affairs August Agho, Ph.D. for his strong leadership during these important searches.

State of the University and 2021-2022 President's Report

The President expressed his appreciation to the ten Board members who attended the annual State of the University address on September 2, 2022. He acknowledged Ashley Schumaker, Mike Fryling and all those who worked behind the scenes to make this event a success. It was an opportunity to be able to tell the story of the great work that is going on at the institution by our faculty, staff, and students. The full text and videos of the address are now available on the University's website. Also, the 2021-2022 President's Report, which was distributed immediately following the address to those in attendance, is being shared broadly with Monarch Nation. The report highlights the individual and collective efforts of Old Dominion students, faculty, staff, alumni, and friends. It is a special moment each year when we reflect on the past, celebrate our accomplishments, and plan for the future.

Opening College Events

As faculty returned to campus following the summer break, the academic deans hosted college meetings to introduce new faculty and provide information updates. As part of each meeting, I discussed the importance of innovation, outlined the challenges facing higher education, reflected on recent planning efforts, and provided an update regarding our ongoing integration work with Eastern Virginia Medical School. These meetings also included a question-and-answer session to engage directly with faculty on items of concern and/or importance to each of them.

Student Group Meetings

In an effort to seek direct feedback from students, I am in the process of hosting a number of meetings with the Student Government Association, Panhellenic Council, National Panhellenic Council, Interfraternity Council, Black Student Alliance, and the Latino Student Alliance. From the conversations thus far, it is clear that Monarch students are very interested in greater engagement among the student body. Many of the students in attendance at these meetings expressed that so much was lost during the global health pandemic; they are glad to be back together and able to engage with each other, and they are eager to rebuild the sense of community that existed prior to the pandemic. During our time together, they also shared direct feedback regarding campus facilities, dining services, and pedestrian safety along busy streets.

Upcoming Open Forums

To continue the process of seeking engagement and feedback as part of the new academic year, I will be hosting seven open forums between October 3 and October 6, 2022. This fall, forums are being held for students, administrative and professional faculty, and classified staff, as I also met individually with each academic unit, including centers, departments, and schools during the prior academic year, as well as engaged with teaching and research faculty as part of the opening college events.

Continued Engagement with Business and Industry Leaders

In recent months, we have been deeply committed to creating new partnerships and expanding existing partnerships with business and industry leaders. As that work continues, I want to highlight a recent gathering of top leaders. With the engagement and support of Brian Holland, First Lady Marisela Rosas Hemphill, Ph.D. and I were honored to host the members of the Young Presidents Organization (YPO) Virginia Chapter in our home. This group of highly-successful individuals represents a broad range of businesses and industries. They were eager to learn more about the current and future work of Old Dominion and direct ways in which they can provide unique opportunities for current students and future graduates, as well as address their workforce needs. Under the leadership of Dr. Payne, we are excited about developing an internship program that will be customized to meet their individual needs. I want to thank Brian for his willingness to share his network with Old Dominion, thereby creating a greater level of engagement for our institution and expanded opportunities for our students.

Inaugural Activities

At the conclusion of the President's report, Chief of Staff and Vice President for Strategic Operations Ashley Schumaker provided an update on the President's Inauguration. She noted that Board members should have already received the "Save the Date" mailing for the October 21st Inauguration ceremony. Invitations should be sent out in the next couple weeks. Later today, she will send out to each board member a listing of all of the activities to which you will be invited,

including public events as well as a number of private events. In conjunction with the inauguration, the President and his family are instituting a community service project, “Monarchs Give Back.” Vice President Stansberry and his team are taking the lead on engaging the campus community around a food drive to help address some of the food insecurities here on campus and in the community through local schools. The packing and distribution of food items will be part of the schedule and will take place in Chartway Arena. We are in the process of reaching out to delegates from institutions across the country and we anticipate a significant turnout celebrating the legacy of the institution but also the leadership of President Hemphill. At the request of the Rector, Vice President Schumaker described what occurs during a typical inauguration ceremony and provided further details about the other events planned during that timeframe that also includes Homecoming Weekend.

STUDENT REPRESENTATIVE’S REPORT

Before calling on Ms. Antra Patel for the student representative’s report, the Rector commented that he has asked that the report from the student representative be a regular item on the Board’s agenda, noting that many expressed an interest in learning more about what is on the mind of students in response to the Board’s self-assessment survey.

Ms. Patel, a senior majoring in Biomedical Sciences on a pre-med track and a member of the CIVICS Scholars Club, described herself as very engaged with the students and campus. She shared her goals for the current academic year, which include increasing student engagement, increasing awareness of student leadership roles, graduation involvement, and increasing involvement in ODU’s Food Pantry Drive.

To increase student engagement, she plans to have active engagement on social media to discuss current events, give in class presentations to increase awareness of the student BOV representative role, work with students to create new student organizations, and encourage graduation participation. She emphasized the importance of the ODU Food Pantry in addressing food insecurities among students as well as providing important non-food items such as toiletries.

EDUCATIONAL MOMENT – NASA WALLOPS ISLAND

Morris Foster, Vice President for Research, stated that the University has engaged with the Wallops Island Flight Facility for the last five or six years, and has several roles with this partnership. The flight facility is doing much more than the two or three large Northrop Grumman launches each year, such as autonomous vehicle and small satellite (“SmallSat”) testing. A company from New Zealand is building a manufacturing facility just outside the gate and hopes to do 100 or more SmallSat launches a year. Old Dominion University wants to be their primary academic partner and the University is coordinating the offering of engineering degrees.

Robert Wojtowicz, Vice Provost and Dean of the Graduate School explained that ODU is working with Eastern Shore Community College to establish a direct pathway from associates to bachelor’s and ultimately a master’s degree and is offering engineering degrees and certificates – even those

that would fall outside the traditional engineering discipline such as cybersecurity and data science. Having a reason to stay on the Eastern Shore is critical for workforce development there.

Vice President Foster added that two sessions ago, the State funded the Virginia Institute for Spaceflight Autonomy. That is an ODU research unit and David Bowles, a former director of the NASA Langley Research Center was hired to be the inaugural executive director. He lives on the Eastern Shore and is busily building relationships and connections with Wallops. A research faculty member will be recruited and stationed at the Wallops facility.

In response to a question from the Rector, Vice President Foster said that the University has a Space Act Agreement with NASA Wallops. While NASA Wallops is not a source of funding itself but is a partner in seeking other sources of funding. He also noted that many of their employees are now ODU students. Dr. Wojtowicz added that about a dozen ODU students have completed internships over the past three years and engineering students have been working remotely in building small projects to go on the SmallSat launches.

Ms. Allmond commented that she has friends whose children have had internships there but had no place to stay. This is especially true during the summer months, so it may be an opportunity to build a place to house students.

The Rector asked the Board members to be thinking about topics of interest to expand the Board's knowledge of ODU and higher education in general for future meetings.

SPECIAL PRESENTATION

The Rector asked Kay Kemper to join him and President Hemphill at the head of the room for the unveiling her portrait, which will join the other Rectors' portraits in the gallery. After the unveiling, Ms. Kemper said that it has been a privilege to be a member of the Board and to have served as Rector. It was especially rewarding to serve during the search for the University's ninth president.

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 recommendations for an honorary degree and the appointment of one faculty member with tenure. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by all members present and voting (*Allmond, Broermann, Corn, Decker, Dickseski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

HONORARY DEGREE

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the award of an honorary degree to Alton J. (Jay) Harris as noted below. A summary of his career follows.

Alton J. (Jay) Harris, distinguished news anchor and writer
Doctor of Humane Letters (*honoris causa*)

Alton J. (Jay) Harris

Alton J. (Jay) Harris joined ESPN in February 2003 as a SportsCenter anchor. In August 2006, he was named anchor of the 6 p.m. eastern edition of SportsCenter, ESPN's flagship sports news and information program. Today, he is most often seen as anchor of the Saturday and Sunday morning editions of the program and anchors the Monday edition of *SportsCenter* at noon during the NFL season. His duties also have included hosting *Outside the Lines*, *NFL Live*, *Baseball Tonight*, *Friday Night Fights*, and *First Take*. In June 2014, Harris joined the ESPN team for their coverage of the NBA Finals, complementing his ongoing work as a SportsCenter anchor.

Mr. Harris has more than 30 years of experience in television and radio news. Prior to joining ESPN, he worked as the weekend anchor at WPGH-TV, morning news anchor at WAMO-FM, and national news at American Urban Radio Networks, all in Pittsburgh, Pennsylvania. He also worked at WOWI-FM in Norfolk, Virginia. His reporting outside of sports includes the Quecreek mine rescue of coal miners in Pittsburgh, and while in Virginia, the fatal USS Iowa battleship explosion.

Mr. Harris is fully committed to giving back to the community. In the past years, he hosted the Mid-Eastern Athletic Conference (MEAC) and the Southwestern Athletic Conference (SWAC) Challenged, presented by Disney. This event includes a high school seminar/career panel, football banquet and Legends reception. It also is a part of the annual football match-up between these two conferences. Mr. Harris also works to support fellow Monarch Nancy Lieberman and her charity that bears the same name. Last summer, Nancy Lieberman Charities named a "Dream Court" in Mr. Harris' honor at the Boys and Girls Club in Newport News. This basketball court provides children a safe place to play and learn lessons about teamwork and good sportsmanship.

A native of Norfolk, Mr. Harris earned a bachelor's degree in Speech Communication in 1987 from Old Dominion University. In 2003, he was honored with the University's Distinguished Alumni Award. In 2014, he was appointed to the Board of Visitors by Governor Terry McAuliffe and reappointed to a second four-year term in 2018 by Governor Ralph Northam. During his tenure on the board, he was a member of the Academic and Research Advancement, Athletics and University Advancement Committees, and served as Vice Chair of the Audit and Compliance Committee. He has been a devoted alum participating in University programs and speaking to hundreds of ODU students over the years.

Among his other honors, Mr. Harris was part of SportsCenter's Sports Emmy-winning efforts in 2004 and 2005. He is the recipient of the Silver World Medal from the New Year Festival Awards,

the Robert L. Vann Award from the Pittsburgh Black Media Federation, and an EXCEL Award from the Hampton Roads Black Media Professionals.

Mr. Harris and his wife, Stephanie, reside in Bristol, Connecticut, and have two children.

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. Adam Eckerd as Associate Professor with the award of tenure in the School of Public Service in the Strome College of Business, effective December 25, 2022.

Salary: \$120,000 for 10 months
Rank: Associate Professor of Public Service

The following contains my recommendation for the initial appointment with tenure of Dr. Adam Eckerd in the School of Public Service. Dr. Eckerd received a B.A. in Government from Shippensburg University, an M.A. in Government from Johns Hopkins University, and a Ph.D. in Public Policy and Management from the Ohio State University. Prior to ODU, he was Assistant Professor (2017 – 2019) and Associate Professor (2019 – present) at Indiana University-Purdue University-Indianapolis.

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. 56]. 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 for Dr. Eckerd were received from the departmental, college, and university promotion and tenure committees, as well as from the college dean.

The Promotion and Tenure Committee for the School of Public Service (3 – 0), the Promotion and Tenure Committee for the Strome College of Business (6 – 0), and the University Promotion and Tenure Committee (3 – 0) unanimously recommend this appointment. The dean recommends appointment with tenure.

Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Adam Eckerd meets the standards for tenure in the School of Public Service at Old Dominion University.

Committee members approved the consent agenda items including the appointment of 42 faculty, 71 administrative faculty, and three emeritus/emerita faculty. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by all members present and voting (*Allmond, Broermann, Corn, Decker, Dickseski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

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. Hind B. AlDabagh Lecturer, School of Cybersecurity	\$56,500	10/10/22	10 mos

Ms. AlDabagh received an M.Sc. in Computer Science from Arab Academy for Science and Technology, Egypt, a B.Sc. in Scientific Computing from Ain Shams University, Egypt and is a Ph.D. student in Computer Science at Old Dominion University. Previously she was a Graduate Teaching Assistant in the Department of Computer Science at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Khairul Azfi Anuar Lecturer, Department of Engineering Technology	\$72,000	8/25/22	12 mos

Dr. Anuar received a Ph.D. in Engineering and an M.S. in Engineering, Civil Engineering concentration in Transportation from Old Dominion University, an M.S. in Industrial Technology from Eastern Kentucky University and a B.S. in Mechanical Engineering from the University of Hartford. Previously he was a Research Associate and Project Manager for the Resilience Collaborative and Institute for Coastal Adaptation and Resilience at Old Dominion University.

Dr. Angela Branyon Lecturer, Department of STEM Education and Professional Studies	\$60,000	8/10/22	12 mos
---	----------	---------	--------

Dr. Branyon received a Ph.D. in Teaching and Learning/Curriculum and Instruction from Old Dominion University, an M.A. in English/English Education from Virginia Commonwealth University and a B.A. in History and English from Virginia Polytechnic Institute and State University. Previously she was an Assistant Professor in the Department of Educational Technology and Foundations at the University of West Georgia.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Jean Bray Department of Chemistry and Biochemistry, Post-Doctoral Research Associate	\$50,000	7/10/22	12 mos

Ms. Bray received a B.S. in Chemistry and a B.S. in Biology from the University of Rhode Island and is expected to receive a Ph.D. in Chemistry from the University of Connecticut. Previously she was a Graduate Student Research Assistant at the University of Connecticut. (new position)

Ms. Cheryl Champagne Lecturer, Department of English	\$48,300	7/25/22	10 mos
---	----------	---------	--------

Ms. Champagne received an M.A. and a B.A. in English from Old Dominion University. Previously she was an Adjunct Instructor in the Department of English at Old Dominion University.

Dr. Dana Childress Assistant Professor, Department of Communication Disorders and Special Education (Tenure Track)	\$72,000	7/25/22	10 mos
---	----------	---------	--------

Dr. Childress received a Ph.D. in Special Education from Old Dominion University and an M.Ed. in Early Childhood Special Education and a B.S. in Psychology from James Madison University. Previously she was a Temporary Lecturer at the University of Nebraska and an Adjunct Assistant Professor at Old Dominion University.

Ms. Rachel Childs Clinical Assistant Professor, School of Medical Diagnostic and Translational Sciences	\$70,000	7/25/22	10 mos
--	----------	---------	--------

Ms. Childs received an M.S. and a B.S. in Clinical Laboratory Sciences from Virginia Commonwealth University. Previously she was a Clinical Assistant Professor and Adjunct Instructor in the School of Medical Diagnostic and Translational Sciences at Old Dominion University.

Mr. Robert Ciara Lecturer, Department of English	\$48,300	7/25/22	10 mos
---	----------	---------	--------

Mr. Ciara received an M.F.A. and a B.A. in English from Old Dominion University. Previously he was an Adjunct Professor of English at Old Dominion University and an English Teacher at Granby High School.

Dr. Matthew Coate Lecturer, Department of Philosophy and Religious Studies	\$55,000	7/25/22	10 mos
---	----------	---------	--------

Dr. Coate received a Ph.D. and an M.A. in Philosophy from Stony Brook University and a B.A. in Philosophy and a B.A. in Art History from Kent State University. Previously he was an Adjunct Instructor in the Department of Philosophy at Kent State University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Cherilyn Colbert Visiting Assistant Professor, Department of Art	\$63,000	7/25/22	10 mos

Ms. Colbert received an M.F.A. in Graphic Design from Savannah College of Art and Design and a B.A. in English from Roanoke College. Previously she was an Adjunct Assistant Professor in the Department of Art at Old Dominion University.

Ms. Kayla Culbertson Lecturer, Department of Biological Sciences	\$50,000	7/25/22	10 mos
---	----------	---------	--------

Ms. Culbertson received an M.S. and a B.S. in Biology from Old Dominion University. Previously she was a Lecturer in the Department of Biological Sciences at Old Dominion University.

Ms. Rocío Drum Lecturer, Department of World Languages and Cultures	\$55,000	7/25/22	10 mos
--	----------	---------	--------

Ms. Drum received a Master of Education from the University of Texas Rio Grande Valley and a B.A. in Foreign Languages from Old Dominion University. Previously she was a Spanish Teacher and Electives Department Chair at Azalea Gardens Middle School.

Ms. Nicole Frazier Lecturer, School of Nursing	\$72,766	8/10/22	12 mos
---	----------	---------	--------

Ms. Frazier received an M.S.N. from Liberty University, a B.S.N. from the University of Missouri-St. Louis and a B.S. in Computer Networking from Strayer University. Previously she was a Clinical Nurse in Labor and Delivery at Chesapeake Regional Medical Center and an Adjunct Faculty Clinical Instructor at Old Dominion University. (new position)

Dr. Yan Nok Torrance Fung Lecturer, Department of Philosophy and Religious Studies	\$55,000	7/25/22	10 mos
---	----------	---------	--------

Dr. Fung received a Ph.D. and an M.A. in Philosophy from the University of Virginia and a B.A.S. in Philosophy and Psychology from the University of California at Davis. Previously he was a Visiting Assistant Professor of Philosophy at Hampden-Sydney College.

Ms. Rachel A. Genrich Lecturer, Department of Communication Disorders and Special Education	\$70,000	8/25/22	12 mos
--	----------	---------	--------

Ms. Genrich received a Master of Science in Speech-Language Pathology from the University of Arizona and a Bachelor of Arts in English Literature and French from Presbyterian College. Previously she was a Speech Pathologist at the Clinic of Atlanta Speech School.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. Larry Giddens Instructor, F. Ludwig Diehn School of Music	\$47,368	8/10/22	10 mos

Mr. Giddens received a Master of Music Education from Old Dominion University, a Bachelor of Music in Vocal Performance from the University of Colorado and is enrolled in a Doctor of Music Education program at Liberty University. Previously he was a High School Music Teacher at Accomack County Public Schools and an Adjunct Professor of Voice at Old Dominion University.

Mr. Malik A. Gladden Lecturer, School of Cybersecurity	\$60,000	7/25/22	10 mos
---	----------	---------	--------

Mr. Gladden received an M.S. in Cybersecurity and a B.S. in Interdisciplinary Studies from Norfolk State University and is enrolled in a Doctor of Philosophy program in Cyber Defense at Dakota State University. Previously he was an Information Technology Specialist of Headquarters and Service Battalion with United States Marine Corps.

Dr. Heather Hamilton Assistant Professor, School of Rehabilitation Sciences (Tenure Track)	\$80,000	7/25/22	10 mos
---	----------	---------	--------

Dr. Hamilton received a Doctor of Physical Therapy from Old Dominion University, a B.S. in Biology from The College of William and Mary and is expected to receive a Ph.D. in Kinesiology and Rehabilitation from Old Dominion University. Previously she was a Clinical Assistant Professor in the School of Rehabilitation Sciences at Old Dominion University.

Dr. Emily Hardy Lecturer, Department of Chemistry and Biochemistry	\$57,750	7/25/22	10 mos
---	----------	---------	--------

Dr. Hardy received a Ph.D. in Inorganic Chemistry from Auburn University and a B.S. in Chemistry from Old Dominion University. Previously she was a Lecturer in the Department of Chemistry and Biochemistry at Old Dominion University.

Mr. Ryley C. Harris Instructor, Department of Political Science and Geography	\$54,737	8/10/22	10 mos
--	----------	---------	--------

Mr. Harris received a Master of Science in Geography from Virginia Tech, a Bachelor of Science in Biology from Radford University and is enrolled in a Ph.D. program in Geospatial and Environmental Analysis at Virginia Tech. Previously he was a Graduate Research Assistant and Remote PIC in the Environmental Tracking Lab at Virginia Tech.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Mohammad Hattawy Research Assistant Professor, Department of Physics	\$65,000	9/10/22	12 mos

Dr. Hattawy received a Ph.D. and an M.S. in Physics from Paris Sud XI University, France and a B.S. in Physics from Birzeit University, West Bank. Previously he was a Research Assistant Professor in the Department of Physics at Old Dominion University.

Mr. Adam Hembree Lecturer, English Language Center	\$48,000	7/10/22	12 mos
---	----------	---------	--------

Mr. Hembree received an M.S. in Information Sciences from the University of Tennessee, Knoxville, an M.A. in Applied Linguistics from Old Dominion University and a B.A. in Interdisciplinary Studies, Spanish from Christopher Newport University. Previously he was an Instructor of English as a Second Language in the English Language Center at Old Dominion University.

Ms. Amanda Hudgins Visiting Clinical Assistant Professor, School of Nursing	\$100,000	9/10/22	12 mos
--	-----------	---------	--------

Ms. Hudgins received an M.S.N. and B.S.N. and is in the Doctor of Nursing Practice program at Old Dominion University. Previously she was a Nurse Practitioner-Enterprise Initiative Leader at CVS Health.

Mr. Peng Jiang Lecturer, School of Cybersecurity	\$59,000	8/25/22	10 mos
---	----------	---------	--------

Mr. Jiang received an M.E. in Electrical and Computer Engineering from Old Dominion University, a B.S. in Communication Engineering from Chongqing University of Posts and Telecommunications, P.R. China and is a Ph.D. candidate in Electrical and Computer Engineering at Old Dominion University. Previously he was a Lecturer in the Department of Electrical and Computer Engineering at Old Dominion University.

Ms. Beverly Khabo Lecturer, Department of Communication Disorders and Special Education	\$72,000	8/25/22	12 mos
--	----------	---------	--------

Ms. Khabo received an M.S. and a B.S. in Communication Sciences and Disorders from Howard University, an M.A. in Teaching English to Speakers of Other Languages/Bilingual Education from Georgetown University and is expected to receive a Ph.D. in Communication Sciences and Disorders from Howard University. Previously she was a Speech-Language Pathologist, President and CEO at the Shibolet Group for Speech and Language Improvement, Inc.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Sonia Khurana Assistant Professor, School of Rehabilitation Sciences (Tenure Track)	\$90,000	9/25/22	10 mos

Dr. Khurana received a Ph.D. in Pediatric Physical Therapy and a Masters in Physiotherapy from Manipal University, India and a Bachelors in Physiotherapy from Lyallpur Khalsa College, India. Previously she was a Research Associate in the Motor Development Lab in the Department of Physical Therapy at Virginia Commonwealth University.

Mr. Kyle Kogut Lecturer, Department of Art	\$55,556	8/25/22	10 mos
---	----------	---------	--------

Mr. Kogut received an M.F.A. in Interdisciplinary Arts from Maryland Institute College of Art and a B.F.A. in Printmaking from Temple University. Previously he was a Visiting Assistant Professor in the Department of Art at Old Dominion University.

Ms. Lily Kunda Lecturer, Department of Communication and Theatre Arts	\$52,000	7/25/22	10 mos
--	----------	---------	--------

Ms. Kunda received an M.A. in Humanities from Old Dominion University, a B.A. in Communications from Virginia Wesleyan College and is enrolled in a Ph.D. program in Media Studies at the University of Texas at Austin. Previously she was Instructor of Record at Old Dominion University and a Teaching Assistant at the University of Texas at Austin.

Ms. Amanda L. Kunkel Lecturer, Department of English	\$48,300	7/25/22	10 mos
---	----------	---------	--------

Ms. Kunkel received an M.F.A. in Creative Writing Fiction and a B.A. in English from Old Dominion University. Previously she was a Graduate Teaching Assistant in the Department of English at Old Dominion University.

Mr. Charles Lowe Lecturer, Department of Engineering Technology	\$72,000	8/25/22	12 mos
--	----------	---------	--------

Mr. Lowe received an M.S. in Aerospace Engineering, a B.S. in Mechanical Engineering and is enrolled in the Ph.D. program in Aerospace Engineering at Old Dominion University. Previously he was an Adjunct Instructor in the College of Engineering and Technology at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Susan Matherne Visiting Assistant Professor, Department of Art	\$65,000	7/25/22	10 mos

Ms. Matherne received an M.F.A. in Graphic Design from Vermont College of Fine Arts and a B.A. in Journalism from Northwest Missouri State University. Previously she was a Full-Time Instructor in the Visual Art and Design Department at Southeastern Louisiana University.

Dr. Felix Ringer Assistant Professor, Department of Physics (Tenure Track)	\$105,000	6/25/22	12 mos
---	-----------	---------	--------

Dr. Ringer received a Ph.D. in Physics from the Institute for Theoretical Physics, University of Tübingen, Germany. Previously he was a Simons Foundation Bridge Fellow in the C.N. Yang Institute for Theoretical Physics at Stony Brook University. (Joint appointment with Jefferson Lab Theory Center; appointment ½ funded by Jefferson Lab)

Ms. Salih Sarp Lecturer, Department of Engineering Technology	\$60,000	7/25/22	10 mos
--	----------	---------	--------

Ms. Sarp received an M.Sc. in Electrical and Computer Engineering from George Washington University, a Bachelor of Science in Electronics and Communications Engineering from Dogus University, Turkey and is expected to receive a Ph.D. in Electrical Computer Engineering from Virginia Commonwealth University. Previously she was a Graduate Research Assistant in the IoT and Cybersecurity Lab at Virginia Commonwealth University.

Ms. Jadwiga Staniszevska-De Mott Lecturer, Department of English	\$48,300	7/25/22	10 mos
---	----------	---------	--------

Ms. Staniszevska-De Mott received a Master of Arts in Humanities from Old Dominion University and a Master of Arts in English Philology from Jagiellonian University, Poland. Previously she was a Teacher at the Hague School and an Adjunct Instructor at Old Dominion University.

Dr. Brittany Suggs Lecturer, Department of Counseling and Human Services	\$60,000	7/25/22	10 mos
---	----------	---------	--------

Dr. Suggs received a Ph.D. in Counselor Education and Supervision from Regent University, an M.A. in Community Mental Health Counseling from Hampton University, a Master of Public Health from George Mason University and a B.A. in Psychology from the University of Notre Dame. Previously she was a Research Associate at Equity Research Lab: Virtual Research Lab and a Doctoral Research Assistant in the Department of Counseling at Regent University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Margaret Thornton Lecturer, Department of Educational Foundations and Leadership	\$63,000	7/25/22	10 mos

Dr. Thornton received a Ph.D. in Administration and Supervision, an M.Ed. in Secondary English and a B.A. in English from the University of Virginia. Previously she was a Visiting Instructor at the University of Dayton.

Dr. Elizabeth Wallace Assistant Professor, Department of Ocean and Earth Sciences (Tenure Track)	\$85,000	12/25/22	10 mos
---	----------	----------	--------

Dr. Wallace received a Ph.D. in Paleoceanography from Massachusetts Institute of Technology and a B.S. in Civil Engineering and Philosophy from the University of Virginia. Previously she was a Pan and Rice Academy Postdoctoral Fellow in the Department of Earth, Environmental, and Planetary Sciences at Rice University.

Dr. Pengfei Wang Assistant Professor, Department of Civil and Environmental Engineering (Tenure Track)	\$90,000	7/25/22	10 mos
---	----------	---------	--------

Dr. Wang received a Ph.D. in Civil Engineering, an M.S. in Statistics and an M.S. in Civil Engineering from the University of California, Los Angeles and a B.E. in Transportation Engineering from Tongji University, China. Previously he was a Teaching Assistant at the University of California, Los Angeles.

Dr. Ginger S. Watson Visiting Research Associate Professor, Virginia Modeling, Analysis & Simulation Center	\$165,000	7/25/22	12 mos
--	-----------	---------	--------

Dr. Watson received a Ph.D. in Instructional Design and Technology from the University of Iowa and an M.S.Ed. in Curriculum and Instruction and a B.S. in Business Education from Southern Illinois University. Previously she was an Associate Professor for Instructional Technology, Learning Sciences, and Simulation Curriculum, Instruction, and Special Education at the University of Virginia. (Designated as Director of the Learning Systems Laboratory)

Ms. Tracy Rice Weber Lecturer, Department of English	\$50,842	8/10/22	10 mos
---	----------	---------	--------

Ms. Weber received an M.F.A. in Creative Writing/Poetry from Old Dominion University and a B.A. in English from Longwood College. Previously she was an Adjunct Assistant Professor in the Department of English at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Clayton Wright Lecturer, Department of Biological Sciences	\$69,000	6/10/22	12 mos

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

Dr. Jian Xie Visiting Assistant Professor, Department of Biological Sciences	\$50,000	7/10/22	10 mos
---	----------	---------	--------

Dr. Xie received a Ph.D. in Biochemistry and Biophysics from Rensselaer Polytechnic Institute and a Master of Science from the Department of Microbiology and a Bachelor of Science from the Department of Virology at Wuhan University, China. Previously he was an Associate Research Scientist and Postdoctoral Associate at Yale School of Medicine and Yale Cancer Center.

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. Zoe Adamson Second Assistant Women's Rowing Coach	\$50,000	8/16/22	12 mos

Ms. Adamson graduated from Oregon State University with a Bachelor of Science in Business Administration. She was a student-athlete rower for four years, a member of the Student-Athlete Leadership Team for the PAC 12 and served on the Student-Athlete Advisory Committee.

Mr. Jeremiah Ammons Academic Success Advisor for the Department of Computer Science	\$47,000	6/10/22	12 mos
--	----------	---------	--------

Mr. Ammons earned a Master's degree and a B.A. in Psychology from Old Dominion University. Previously he was a Research Assistant in the Human-Automation Collaboration Lab at Old Dominion University. (new position)

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Addila Athumani Admissions Counselor	\$39,381	8/10/22	12 mos

Ms. Athumani received a Bachelor of Science in International Studies from Old Dominion University. Previously she served as a Student Mentor and Office Assistant for Student Support Services.

Dr. TaShara Bailey Director, ODU First Star Academy, Student Engagement & Enrollment Services	\$65,000	6/10/22	12 mos
--	----------	---------	--------

Dr. Bailey received an M.A. in Education Studies, Elementary Teacher Certification and a Ph.D. in Higher Education with a concentration in Organizational Behavior and Management respectively from the University of Michigan and a B.S. in Agricultural and Environmental Systems Engineering from North Carolina Agricultural and Technical State University. Previously she worked at the University of Maryland, Baltimore where she served as Director of STEM Curriculum and Director of Programs.

Ms. Lauren Bethly Assistant Sports Performance Coach	\$48,000	6/25/22	12 mos
---	----------	---------	--------

Ms. Bethly received her B.S. in Exercise Science and her M.S. in Exercise Physiology from Mississippi College. She previously worked as Assistant Director of Athletic Performance at the University of Tulsa.

Ms. Tina Bogdanowicz Academic Success Advisor, Strome College of Business	\$44,000	7/10/22	12 mos
--	----------	---------	--------

Ms. Bogdanowicz earned a Master of Science in Education and Counseling and a B.S. in Psychology from Old Dominion University. Previously she was an Adjunct Professor in the Darden College of Education and Professional Studies, an Academic Advisor at Old Dominion University and a Clinical Counselor at Tidewater Psychiatric Institute.

Ms. Kara-Jayne Boone Assistant Director for Service Learning, Student Engagement & Enrollment Services	\$52,500	8/10/22	12 mos
---	----------	---------	--------

Ms. Boone received a B.S. in Secondary Education English and an M.A. in Student Affairs in Higher Education from Slippery Rock University. Previously she was a Residence Hall Director for Housing & Residence Life and First Year Student Success Advisor and Instructor for the Strome College of Business within the Center for Advising Administration and Academic Partnerships at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. Jordan Brooks Coordinator of Player Personnel	\$60,000	8/22/22	12 mos

Mr. Brooks received a B.S. in Sports Management from Hampton University and an M.B.A. from Goldey-Beacom College. He previously worked at Xavier University as Director of Recruiting and as an Assistant Coach at Southeastern Louisiana University and Howard University.

Mr. Jonathan Ceh Assistant Director of Football Operations	\$47,500	8/25/22	12 mos
---	----------	---------	--------

Mr. Ceh received a B.S. in Supply Chain and Information Systems from Pennsylvania State University and an M.B.A. from Mississippi State University. He previously worked at Arkansas State University and Mississippi State and as Football Operations Assistant at Penn State.

Ms. Megan Clements Assistant Women's Lacrosse Coach	\$50,000	8/25/22	12 mos
--	----------	---------	--------

Ms. Clements received a B.A. in Communications from Rutgers University and an M.S. in Marketing from Durham University. Previously she was Associate Head Lacrosse Coach at Stevens Institute of Technology and Director of Player Development and Recruiting at Garden State Elite Lacrosse.

Dr. Jennifer Collins Director, Office of Clinical Experiences, Darden College of Education and Professional Studies	\$82,000	7/10/22	12 mos
--	----------	---------	--------

Dr. Collins earned a B.A. in Russian Language from the University of Iowa, an M.A.T. in Elementary Education from the Queens University of Charlotte, and an M.Ed. in Teaching English as a Second Language and a Ph.D. in Curriculum and Instruction (Urban Education) from the University of North Carolina at Charlotte. She previously served as an Associate Professor of Education, Director of the School of Education, and Coordinator of Clinical Experiences at the University of Wisconsin – Platteville.

Mr. Brian Conley Head Women's Rowing Coach	\$98,500	7/25/22	12 mos
---	----------	---------	--------

Mr. Conley received a B.A. in American History from the University of Pennsylvania. He previously worked at Lehigh University as Head Women's and Men's Varsity Rowing Coach. He also worked at Dartmouth, Upper Valley Rowing Foundation, and U.S. Junior Development Team as Assistant Rowing Coach.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. Robert Cooper Director of Trio Upward Bound Program, Center for Advising Administration and Academic Partnerships	\$75,000	8/25/22	12 mos

Mr. Cooper earned an Ed.D. in Organizational Leadership from Grand Canyon University. Previously he was Interim Director and a Counselor/Coordinator of the Upward Bound Program at Old Dominion University.

Ms. Alaisa Core International Student Advisor, Center for Global Engagement	\$47,586	7/25/22	12 mos
--	----------	---------	--------

Ms. Core received a Bachelor of Arts in Global Affairs from George Mason University and a Master of Science in Higher Education Leadership from Old Dominion University. Previously, she worked in Study Abroad in the Center for Global Engagement at Old Dominion University.

Mr. Matthew Cowley Director of Career Development Services, Student Engagement & Enrollment Services	\$115,000	7/10/22	12 mos
---	-----------	---------	--------

Mr. Cowley earned a Master of Education in Higher Education Administration and a B.A. in Public Administration from Auburn University and is scheduled to complete a Doctor of Philosophy in Curriculum & Instruction from the University of Florida. Previously he was Associate Director for Integrated Partnerships at the Career Connections Center at the University of Florida.

Ms. Tamu Crisden Master Teacher for MonarchTeach, Darden College of Education and Professional Studies	\$67,500	8/18/22	12 mos
---	----------	---------	--------

Ms. Crisden earned a Master of Arts in Biology from Hampton University and a B.S. in Biology from Norfolk State University. Previously she was a mentor teacher for the MonarchTeach program, an Adjunct Faculty Member at Thomas Nelson Community College, and a high school science teacher.

Ms. Kristin Dini Assistant Vice President of Federal Relations, Governmental Relations	\$182,500	6/10/22	12 mos
---	-----------	---------	--------

Ms. Dini earned a Master of Arts in National Security and Strategic Studies from U.S. Naval War College and a Bachelor of Arts in Speech Communication from Temple University. She is pursuing her Doctorate of Education in Higher Education at Temple University. Previously she served as the Assistant Vice President, Federal Government Relations for Temple University. Ms. Dini also served on Capitol Hill in a Congressional Office.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Hailey Dobbins Assistant Women's Lacrosse Coach	\$50,000	8/25/22	12 mos

Ms. Dobbins received a B.S. in Business Economics from SUNY Courtland and an M.B.A. from Lindenwood University. She previously worked as Assistant Women's Lacrosse Coach at American University.

Ms. Brianna Elum Director of the Women & Gender Equity Center, Student Engagement & Enrollment Services	\$63,500	7/10/22	12 mos
--	----------	---------	--------

Ms. Elum earned a Master of Education – Student Affairs in Higher Education from the University of Kansas and a Bachelor of Arts in Sociology from Wayne State University. Previously she was Assistant Director of the Women's Center at North Carolina State University.

Ms. Lauren Eusner Dental Hygiene-Director of Clinical Affairs	\$90,000	7/1/22	12 mos
--	----------	--------	--------

Ms. Eusner received a B.S.D.H. from Old Dominion University and an M.S. in Biomedical Sciences-Research from Eastern Virginia Medical School. Previously, she worked in the ODU School of Dental Hygiene as a Lecturer and an Adjunct Assistant Professor.

Ms. Sara Fernandez Residence Hall Director	\$36,500	8/10/22	12 mos
---	----------	---------	--------

Ms. Fernandez received a Master of Arts in Humanities and a Bachelor of Arts in English from Old Dominion University. Previously she was a Graduate Research Assistant for the Department of Women's Studies at Old Dominion University.

Ms. Paige Fisher Professional Counselor, Student Engagement & Enrollment Services	\$65,000	8/10/22	12 mos
--	----------	---------	--------

Ms. Fisher received a Master of Social Work from the University of Maryland and a Bachelor of Arts in Psychology & Women and Gender Studies from the University of Delaware. Previously she was a Clinical Counselor in the Marine Corp Community Services Community Counseling Program in Yamaguchi, Iwakuni, Japan.

Ms. Heather Fraser Admissions Counselor	\$39,381	7/10/22	12 mos
--	----------	---------	--------

Ms. Fraser earned a Bachelor of Science in Psychology from Old Dominion University. She has served as a Campus Ambassador for three years.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Adrienne Giles Student Success Director, Digital Learning	\$53,040	7/25/22	12 mos

Ms. Giles received an Education Specialist, a Master of Science in Education in Higher Education and a B.S. in Biology from Old Dominion University. Most recently, she served as an Assistant Director for the JMU College of Business Academic Success Center. Previously she was an Academic Advisor in the College of Sciences and an Academic Success Coordinator for the Office of Advising and Transfer Programs at Old Dominion University.

Ms. Courtney Gipson Director of Educational Accessibility, Student Engagement & Enrollment Services	\$71,000	7/25/22	12 mos
--	----------	---------	--------

Ms. Gipson received Bachelor's of Health Science in Therapeutic Studies from Tennessee State University, a Master's in Rehabilitation Counseling, Psychiatric Disabilities from the University of Arkansas, and is currently a Doctoral student in Leadership and Policy Studies at the University of Memphis. Previously she served as Director of the Center for Access at Southwest Tennessee Community College. Ms. Gibson also served as a Vocational Rehabilitation Counselor for the Tennessee Department of Rehabilitation Services.

Mr. Jonathan Hadra Assistant Baseball Coach	\$100,000	8/10/22	12 mos
--	-----------	---------	--------

Mr. Hadra received a B.A in Economics and Business from Virginia Military Institute and an M.S. in Sports Administration from Ohio University. Previously he was Head Baseball Coach at Virginia Military Institute.

Mr. Matthew Hamaker Assistant Director of Prospect Management & Research, University Advancement	\$70,000	8/10/22	12 mos
---	----------	---------	--------

Mr. Hamaker received a Bachelor's degree in History from Old Dominion University. Previously he was a high school teacher at Landstown, Bayside and Salem High Schools.

Mr. Robert S. Harrison Deputy Director of Facilities Management & Construction	\$160,000	8/8/22	12 mos
---	-----------	--------	--------

Mr. Harrison earned a Bachelor of Science in Crop & Soil Environmental Sciences from Virginia Polytechnic Institute and State University. He has worked in Facilities Management since 2007 and recently served as the Director of Facilities Management at Radford University

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Joy Himmel Director of Counseling Services	\$126,000	7/10/22	12 mos

Dr. Himmel received a Doctorate in Counseling Psychology from California Southern University, an M.A. in Community Counseling from Indiana University of Pennsylvania, and a B.S. in Nursing from State University of New York-Plattsburg. Previously she was Coordinator for Cecil County Outpatient Behavioral Health. Dr. Himmel also served as a Psychotherapist for Bodhi Counseling in Maryland and a private consultant for health care organizations in Chesapeake, Virginia.

Mr. Bryon Hinson Coordinator, Esports, Student Engagement & Enrollment Services	\$40,000	6/10/22	12 mos
--	----------	---------	--------

Mr. Hinson received a B.S. in Mechanical Engineering from Catholic University of America and is pursuing an M.S. in Computer Science at Old Dominion University. Previously, he worked as a Graduate Assistant of Esports at Old Dominion University.

Ms. Mandy Hippenstiel Instructional Designer, Digital Learning	\$70,000	8/10/22	12 mos
---	----------	---------	--------

Ms. Hippenstiel earned a Master of Science in Instructional Technology from Bloomsburg University and a B.A. in Behavioral Science from Drew University. Previously she was an Instructional Designer at Tiffin University.

Ms. Jennifer Hoover Associate Director of Undergraduate Admissions – Operations	\$68,000	6/10/22	12 mos
--	----------	---------	--------

Ms. Hoover received a B.A. in English from Marietta College and an M.S.Ed. in Higher Education from Old Dominion University. Previously she served as Interim Associate Director of Undergraduate Admissions at Old Dominion University.

Ms. Jaime L. Hunt Vice President for University Communications & Chief Marketing Officer	\$285,000	8/25/22	12 mos
---	-----------	---------	--------

Ms. Hunt earned a Master of Science in Integrated Marketing Communications from West Virginia University and a B.A. in Journalism from the University of Minnesota. Previously she served as Vice President and Chief Communications and Marketing Officer at Miami University in Ohio. Prior to serving in a leadership role at Miami University, Hunt held the roles of Vice Chancellor of Strategic Communications and Chief Marketing and Communications Officer at Winston-Salem State University. She has provided vision and leadership for university-wide marketing and strategic communications, including public relations and brand strategy.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Shanda Jenkins Faculty Diversity and Retention Coordinator	\$80,000	7/25/22	12 mos

Dr. Jenkins received a B.S. in Psychology from Radford University and an M.S. in Psychology and Ph.D. in Higher Education from Old Dominion University. Previously, she served as Associate Professor and Department Chair of Psychology at Thomas Nelson Community College, where she also served as their Faculty Senate President. She has also served as an Adjunct Instructor at ODU.

Ms. Mariah Johnson Assistant Director of Annual Giving – Digital Engagement, University Advancement	\$60,000	7/10/22	12 mos
--	----------	---------	--------

Ms. Johnson earned a Master of Arts in Lifespan and Digital Communication and a B.S. in Communication from Old Dominion University. Previously she was an Organizing Intern for Advocates for Youth and a Graduate Assistant at Old Dominion University.

Ms. Saige Johnston Student Success Advisor, Center for Advising Administration and Academic Partnerships	\$47,000	7/25/22	12 mos
---	----------	---------	--------

Ms. Johnston received a Master of Arts in Counseling and a Bachelor's in Criminal Justice from University of Pennsylvania - Edinboro. Previously she was Student Success Retention Coordinator at Christopher Newport University.

Mr. Joel G. Jones Assistant Football Coach	\$50,000	8/19/22	12 mos
---	----------	---------	--------

Mr. Jones received a Bachelor of Arts in History from Bucknell University and a Master of Science in Liberal Studies from Wake Forest University. He previously worked at Wake Forest University as Defense Analyst, Linebackers Coach, and Director of Player Personnel. He also worked as Secondary Coach and Director of Recruiting Operations at Cornell University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Kenneth B. Kahn Dean, Strome College of Business and Professor	\$305,000	9/1/22	12 mos

Dr. Kahn earned a Ph.D. in Marketing and a Master of Science in Industrial Engineering from Virginia Tech and a Bachelor of Industrial Engineering from Georgia Tech. Previously he served as Dean and Professor at Cleveland State University's Monte Ahuja College of Business. Before joining Cleveland State, Kahn served as Senior Associate Dean of the School of Business at Virginia Commonwealth University (VCU) and a Professor of Marketing. He also served as the inaugural executive director of the VCU da Vinci Center, a unique collegiate model advancing innovation and entrepreneurship through cross-disciplinary collaboration. Prior to VCU, he held leadership and faculty positions at Purdue University, The University of Tennessee, and Georgia Tech. Kahn's teaching and research interests include product innovation, product management and demand forecasting of current and new products. He has published over 50 articles in prestigious journals, authored three books on product planning and forecasting, and edited the PDMA Handbook on New Product Development. Kahn is broadly recognized as one of the world's leading researchers in the field of innovation management. In Spring 2021, he was named to Stanford University's list of the Top 2% Most Cited Researchers in the World. (Salary includes \$50,000 stipend for serving as Dean of the Strome College of Business)

Ms. Emma Kearley Advisor/Success Coach, Student Engagement & Enrollment Services	\$47,000	7/25/22	12 mos
---	----------	---------	--------

Ms. Kearley received a B.A. in Sociology with a concentration in Social Welfare from the University of North Florida and an M.S. in Higher Education with a focus in Educational Leadership from Old Dominion University. Previously she was a Graduate Assistant for the Office of Leadership at Old Dominion University.

Ms. Toresha King Associate Director of Outreach, Alumni Relations	\$54,000	8/25/22	12 mos
--	----------	---------	--------

Ms. King earned a Bachelor's in Mass Communications from Virginia Commonwealth University. Previously she was the Assistant Director of Special Events in Alumni Relations at ODU. Prior to that she served as the Annual Fund Manager with the Virginia Symphony Orchestra.

Ms. Tarin Kovalik Creative Project Manager, Academic Affairs, Virginia Degree Completion Network	\$69,500	6/25/22	12 mos
---	----------	---------	--------

Ms. Kovalik received a Bachelors in English from West Virginia University and a Master of Fine Arts in Creative Writing from Old Dominion University. Previously she managed content development and was a team lead for Outbound Engine and GoDaddy. She also taught at ODU as an English Composition Instructor.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. Michael LaRock Assistant Vice President of Foundations	\$182,000	8/29/22	12 mos

Mr. LaRock earned a Bachelor of Business Administration in Accounting. He has over twenty-five years of experience in management, budgeting, leadership, and strategic planning in for-profit and nonprofit organizations. In his most recent role, Mr. LaRock supported Saint Patrick Catholic School as the Director of Finance and Non-Academic Operations by managing the Finance, Human Resource, Payroll, Cafeteria, Facilities, Maintenance and Safety/Security departments for the 400-student private nonprofit school.

Dr. Lauren Laughlin MonarchTeach Program Coordinator, Darden College of Education and Professional Studies	\$69,000	8/1/22	12 mos
---	----------	--------	--------

Dr. Laughlin received a Ph.D. in Education-Curriculum and Instruction, an M.S. in Elementary Education, and a B.A. in Teacher Preparation from Old Dominion University and an M.S. in Management and Leadership from Liberty University. She served as a Graduate Assistant in the MonarchTeach program and has nine years of experience as a teacher.

Ms. Elspeth McMahon Associate Vice President for Maritime Initiatives, Office of Research	\$185,000	7/10/22	12 mos
--	-----------	---------	--------

Ms. McMahon received a B.S. in Marine Transportation from Massachusetts Maritime Academy, an M.S. in International Transportation Management from State University of New York Maritime College, an M.S. in Maritime and Air Transport Management with a specialization in Maritime Research from the University of Antwerp Belgium, and is a Ph.D. Candidate in Nautical Sciences at the University of Antwerp Belgium. She has a diverse maritime background, including experience as a Licensed Merchant Mariner, Assistant Professor of Marine Transportation at SUNY Maritime College, and Commander in the United States Navy Reserve. She is highly skilled in leadership, management, and industry outreach backed by nearly two decades of direct experience and extensive education and training in the field of marine transportation. McMahon holds an active United States Coast Guard (USCG) Chief Mate License. Some of her previous responsibilities included providing logistics, port liaison, weather diversions, communications, maintenance and repairs periods, personnel and cargo movement for government contracted civilian and commercial crewed vessels.

Ms. LaShay McQueen Director of Academic Initiatives, Center for Advising Administration and Academic Partnerships	\$62,000	8/10/22	12 mos
--	----------	---------	--------

Ms. McQueen earned a Bachelor of Science in Human Services and Psychology and a Master of Science in Education from Old Dominion University and is pursuing a Ph.D. in Education at Old Dominion University. She previously served as the Academic Enrichment Coordinator at ODU where she managed the Impact Learning Communities program.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Alicia Monroe Chief Integration Officer & Senior Advisor to the President	\$425,000	9/6/22	12 mos

Dr. Monroe earned an A.B. in Biology from Brown University and an M.D. from the Indiana University School of Medicine. She completed an internship in Psychiatry at Georgetown University Medical Center in Washington, D.C., and a residency in Family Medicine at Methodist Hospital in Indianapolis, Indiana. Previously she served as Provost and Senior Vice President of Academic and Faculty Affairs and Professor of Family Medicine at Baylor College of Medicine. Monroe also served as Chief Academic Officer, Vice Dean for Educational Affairs and Professor of Family Medicine at the University of South Florida's Morsani College of Medicine. She spent her early career at Brown University's Alpert Medical School as the Associate Dean for Minority Affairs and Professor of Family Medicine. The recipient of numerous teaching and mentoring awards, Monroe's scholarly interests include physician-patient communication, cross-cultural communication, diversity and inclusion, leadership development, and mentoring training for students and faculty. She is the past chair of the Association of American Medical Colleges (AAMC) Advancing Holistic Principles Advisory Committee and a past member of the AAMC Board of Directors. She currently serves as a member of the Baylor University Board of Regents, Indiana University Health Inc. Board of Directors, Methodist Health Group Inc. Board of Directors and MedEdPORTAL Editorial Board. (Appointment will include non-tenured rank of Professor in the School of Community and Environmental Health. Restricted two-year appointment.)

Mr. Noah Mutter-Schulz HOSA (Health Occupations Students of America) Specialist, Darden College of Education and Professional Studies	\$62,447	8/25/22	12 mos
--	----------	---------	--------

Mr. Mutter-Schulz received a B.A. in Psychology from the University of Wisconsin – Stevens Point. Previously he was a health science educator at La Follette High School in Madison, Wisconsin. He has also been on the Wisconsin HOSA staff since 2016 and has been the Assistant State Advisor for the past three years.

Ms. Melissa Overton Associate Director for Residence Education, Housing and Residence Life	\$66,950	6/10/22	12 mos
---	----------	---------	--------

Ms. Overton received a B.A. in English and a B.A. in Psychology from Georgetown College, a Master of Science in Education degree in Higher Education and Student Affairs from Baylor University and is pursuing a Ph.D. in Higher Education at Old Dominion University. Previously she worked in several housing programs including at Baylor University and Virginia Tech.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. Nathan Owens Study Abroad Coordinator, Center for Global Engagement	\$46,000	8/25/22	12 mos

Mr. Owens received a Master of Arts in French Linguistics from the University of Illinois at Urbana-Champaign and a Bachelor of Arts in French from Southern Illinois University at Carbondale. He most recently taught French courses and advised students at Old Dominion University and Tidewater Community College. He also has extensive experience working in information technology at Old Dominion University and the University of Illinois Urbana-Champaign.

Ms. Akeyla Porcher Assistant Director for Advisor Support and Completion Initiatives, Center for Advising Administration and Academic Partnerships	\$56,238	6/10/22	12 mos
---	----------	---------	--------

Ms. Porcher received an M.S.Ed. in Higher Education Leadership and Administration and a B.A. in Theatre Education from Old Dominion University. She previously served as Transfer Success Coordinator for Transfer Initiatives at Old Dominion University.

Mr. Jamal Robinson Assistant Men's Basketball Coach	\$120,000	8/10/22	12 mos
--	-----------	---------	--------

Mr. Robinson received a B.A. in Anthropology from the University of Virginia. He previously worked as Assistant Men's Basketball Coach at LaSalle University and Hampton University and at Norfolk Collegiate School as Varsity Boys High School Assistant Coach. Robinson is a former University of Virginia standout who had a 13-year professional career in the NBA, CBA, The NBA Development League and internationally.

Dr. Shannon Robinson Associate Vice President for Research & Executive Director, ODU Research Foundation	\$200,000	7/25/22	12 mos
---	-----------	---------	--------

Dr. Robinson earned a B.S. in Technical Communications from Clarkson University, an M.B.A. from the University of Phoenix and an Ed.D. in Education from Northeastern University. Most recently, she served as Associate Vice Provost for Research and Technology Transfer at Clarkson University. At Clarkson, she advanced from directing the Office of Project Management, Research and Compliance, and Associate Dean of the Graduate School for Operations and Services. Prior to Clarkson, Robinson worked in project management and infrastructure services at Rochester Institute of Technology (RIT) following a career in the telecommunications technology industry.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Stephanie Rudolph Advisor/Success Coach, Student Engagement & Enrollment Services	\$47,000	7/25/22	12 mos

Ms. Rudolph received a Bachelor of Science in Communications and Unmanned Systems with a focus in Public Relations from Indiana State University. She is currently pursuing her M.S. in Higher Education with a focus in Student Affairs from Old Dominion University. Rudolph previously worked as an Admissions Counselor at Old Dominion University and as a Campus Recruiter in the Office of Admissions at Indiana State University.

Mr. Benjamin Smeriglio Assistant Director of Sports Performance	\$50,000	5/31/22	12 mos
--	----------	---------	--------

Mr. Smeriglio received his B.S. in Exercise Science from Central Connecticut State University and his M.S. in Exercise Science and Nutrition from Sacred Heart University. He previously worked as Assistant Strength and Conditioning Coach at the United States Naval Academy. He also worked as Assistant Strength and Conditioning Coach at Howard University, Emory and Henry College, and Sacred Heart University.

Ms. Petra Szonyegi Student Success Advisor, Center for Advising Administration and Academic Partnerships	\$48,195	8/10/22	12 mos
---	----------	---------	--------

Ms. Szonyegi received a B.A. in International Studies and Political Science and an M.S.Ed. in Educational Leadership from Old Dominion University. Previously she worked as a Residence Hall Director at ODU. As a graduate student she served as a Research Assistant for the Department of Educational Foundations and Leadership as well as interned for Academic Initiatives and the Development Office.

Mr. Blaine Taylor Athletic Development Officer – Major Gifts	\$75,000	6/10/22	12 mos
---	----------	---------	--------

Mr. Taylor earned a Master of Science in Athletic Administration and a Bachelor's in Education from the University of Montana. He brings over 30+ years of college basketball experience, which has helped secure athletic endowments to fund scholarships, corporate sponsorships, and charity fundraising, including, including Head Coach at Old Dominion University and Assistant Coach at UC Irvine.

Dr. Fredelito Tugas Associate Dean of Students, Student Engagement & Enrollment Services	\$92,000	7/10/22	12 mos
---	----------	---------	--------

Dr. Tugas earned a Doctorate of Education from Virginia Commonwealth University, a Master's of Education in Counselor Education, Student Affairs from Clemson University, and a Bachelor of Arts in Communication from Old Dominion University. Previously, he served as the Assistant Dean of Students at Virginia Commonwealth University and the primary Division of Student Affairs contact for VCU Medical Campus.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Marcelina Wade Academic Advisor, College of Health Sciences	\$48,000	8/10/22	12 mos

Ms. Wade earned a Master of Science in Sports Administration from Canisius College and a Bachelor of Science in Public Health from Syracuse University. Previously she served as an Academic Advisor at Thomas Nelson Community College and Tidewater Community College.

Ms. Chelonda Walker Academic Success Advisor, Strome College of Business	\$44,000	7/25/22	12 mos
---	----------	---------	--------

Ms. Walker received a B.A. in Sociology from Florida International University, an M.S.Ed. in Higher Education Leadership from Old Dominion University, and is currently pursuing an Ed.D. in Higher Education Administration from NOVA Southeastern University. Previously, she worked as Executive Assistant for the Assistant Vice President for Enrollment and Executive Director of Admissions at Old Dominion University.

Ms. Theresa J. Walton Head Women's Lacrosse Coach	\$100,000	8/10/22	12 mos
--	-----------	---------	--------

Ms. Walton received a B.A. in Communications from Canisius College where she played Division I Women's Lacrosse. Previously, she worked at Youngstown State University as Head Women's Lacrosse Coach. Walton has also served as Assistant Women's Lacrosse Coach at Virginia Commonwealth University, University of Mount Olive, and Alma College.

Mr. Curtis Whaley Sports Performance Coach	\$45,500	8/4/22	12 mos
---	----------	--------	--------

Mr. Whaley received a Bachelor of Science in Health Education from East Carolina University and an M.A. in Sports Science from Gardner-Webb University. Previously he worked as Director of Athletic Performance at Gardner-Webb University, Sports Performance Coach at Glynn Academy, and Assistant Director of Athletic Performance at Old Dominion University.

Ms. Janet Whitmer Transfer Academic Success Advisor for the College of Sciences	\$47,000	7/25/22	12 mos
--	----------	---------	--------

Ms. Whitmer earned an Ed.S. with a concentration in Educational Psychology and an M.A. in Counseling and Psychology from Regent University and a B.A. in Education from Liberty University. Previously she served as the Academic Services Manager with Regent University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. André Wiggins Academic Technology Services, Technical Support Manager, Digital Learning	\$62,000	7/25/22	12 mos

Mr. Wiggins completed his Bachelor of Science degree in Mass Communications from Norfolk State University. Previously he worked in Academic Technology Services in the Gornto Hall Operations Center and in the Network Operations Center providing operational and technical support for online faculty, staff, and students in online classes and events.

Ms. Ana Williams Associate Director for Black and Latinx Initiatives, Student Engagement & Enrollment Services	\$61,500	7/25/22	12 mos
---	----------	---------	--------

Ms. Williams earned a B.A. in Communications & Public Relations from State University of New York, a Master of Arts in Teaching from Marian University, and an Ed.S. in Advanced Educational Leadership from Regent University. Previously, she was Interim Associate Director for Intercultural Relations at Old Dominion University.

Ms. Brittany Williams Coordinator, Membership Services, Recreation & Wellness	\$40,000	7/25/22	12 mos
--	----------	---------	--------

Ms. Williams received a B.A. in Recreational Leadership and Sports Studies from Eastern Mennonite University and an M.S.Ed. from James Madison University in Sport and Recreation Leadership. Previously, she worked as a Graduate Assistant of Member Services at James Madison University.

Mr. Roderick Williams Residence Hall Director	\$38,850	7/25/22	12 mos
--	----------	---------	--------

Mr. Williams earned both his Bachelor of Arts in Geography and Master of Science in Applied Behavior Analysis from The University of Memphis. Previously he served as a Residence Life Coordinator at The University of Memphis and Behavior Analyst for the Tennessee Department of Intellectual & Developmental Disabilities.

Dr. Vicki Williams Dean of Students and Associate Vice President Student Engagement & Enrollment Services	\$155,000	6/25/22	12 mos
--	-----------	---------	--------

Dr. Williams holds a Doctorate in Organizational Leadership from Regent University and a Master of Education in Community Counseling and a B.A. in Individual and Family Studies from Kent State University. Previously she served as Interim Dean of Students and Associate Dean of Students at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Katherine Winstead Reichner Executive Director of Student Engagement and Traditions, Student Engagement & Enrollment Services	\$85,000	7/25/22	12 mos

Dr. Winstead Reichner holds a Doctor of Philosophy in Educational Policy, Planning, and Leadership from the College of William and Mary, and a Master of Arts in Higher Education and Student Affairs Leadership and a B.A. in Organizational Communication from Western Michigan University. She previously served as the Associate Director for Student Activities at Christopher Newport University and as the Program Coordinator for Special Events and Programs at the University of Maryland.

Ms. Ryan Witzig Virginia DECA Specialist, Darden College of Education and Professional Studies	\$62,379	8/25/22	12 mos
---	----------	---------	--------

Ms. Witzig received a B.S. in Occupational and Technical Studies from Old Dominion University and a Master of Public Administration from DeVry University. She has worked as a marketing teacher, the Virginia DECA specialist, and the Director of Learning and Assessment for DECA, Inc., and currently consults with several states around the country regarding their state association.

Mr. Pierce Yarberry Assistant Athletic Media Relations Director	\$40,000	8/15/22	12 mos
--	----------	---------	--------

Mr. Yarberry received a B.S. in English from Christopher Newport University and an M.S. in Sport Management from Old Dominion University. Previously he worked as an Assistant Director of Athletics Communications at Elon University and also worked in Sports Information at Alcorn State University, Presbyterian College, The Apprentice School, and Old Dominion University.

Ms. Farrah Young Athletic Academic Advisor	\$44,000	5/25/22	12 mos
---	----------	---------	--------

Ms. Young received a Master of Arts, Sports and Recreation Management from Kent State University and a B.A. in Sports Management from Lenoir-Rhyne University. Previously she was a Student Athlete Academic Advisor at Southern Illinois University.

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>
Sheri Reynolds University Professor Emerita and Professor Emerita of English	August 1, 2022
John F. (Jeff) Tanner, Jr. Dean Emeritus, Strome College of Business and Professor Emeritus of Marketing	September 1, 2022
Stephen (Steve) Tonelson Professor Emeritus of Communication Disorders and Special Education	June 1, 2022

SHERI REYNOLDS

Sheri Reynolds received an AB in English from Davidson College and an MFA in Creative Writing from Virginia Commonwealth University. She joined Old Dominion as an Assistant Professor of English in 1997, was named Ruth and Perry Morgan Chair of Southern Literature in 2001, was named University Professor in 2007, and achieved the rank of Professor in 2008. Recognition of her accomplishments in teaching, research and service include the Outstanding Faculty Award from the State Council of Higher Education for Virginia, the John R. Broderick Diversity Champion Award, the Dean's Service Award for the College of Arts & Letters, and the Burgess Award for Research and Creativity, also from the College of Arts & Letters.

During her years at ODU, Reynolds taught classes ranging from 100-level literature courses to graduate courses in fiction writing, the craft of narrative, and literature. She served as the Graduate Program Director of the MFA program in Creative Writing and also served two terms as Chair of the Department of English.

Professor Reynolds is the author of seven published novels: *Bitterroot Landing*, *The Rapture of Canaan*, *A Gracious Plenty*, *Firefly Cloak*, *The Sweet In-Between*, *The Homespun Wisdom of Myrtle T. Cribb*, and *The Tender Grave*, as well as the full-length play *Orabelle's Wheelbarrow* and many shorter works.

JOHN F. (JEFF) TANNER, JR.

Jeff Tanner received a Ph.D. in Business Administration from the University of Georgia and a Master of Business Administration and Bachelor of Business Administration in Marketing from the University of North Texas. He joined Old Dominion University as Dean of the Strome College

of Business and Professor of Marketing in 2015. Prior to ODU, Tanner served in several roles at Baylor University including Professor of Marketing, Associate Dean for Faculty Development and Research, and Research Director of the Center for Professional Selling.

Under Tanner's leadership the endowment for the Strome College of Business doubled, funding for research support tripled on an ongoing basis, grant production skyrocketed, and rankings improved for the MBA program and the School of Public Service. He also reorganized and grew the College's Executive Advisory Council, created the Hudgins Lab for Transitional Entrepreneurship, launched the Thurmond School of Professional Sales and Negotiations, and created and personally endowed the Tanner Business Fellows program to attract and retain high-achieving undergraduate students.

Tanner currently serves as a Commissioner for the Commonwealth of Virginia Horse Racing Commission, member of the Executive Committee of the Hampton Roads Chamber of Commerce, Board member for RVA757, and member of the Board of Governors Society for Marketing Advances. During his career he published 15 books and 86 refereed journal publications.

STEPHEN (STEVE) TONELSON

Steve Tonelson obtained an M.S.Ed. in Special Education from Old Dominion University (ODU) and an Ed.D. in Curriculum, Research, and Evaluation from the University of Virginia. He joined the special education faculty at ODU in 1981 and achieved the rank of Professor in 1995. Recognition of his accomplishments in scholarship, teaching, and service include several college and university awards for Most Collaborative Grants and for Outstanding Teaching, Research, and Service. Additionally, Tonelson has earned national recognition as evidenced by earning the Christa McAuliffe Award for Excellence in Teacher Education from the American Association of State Colleges and Universities and an Exemplary Program Award from The American Association on Rural Special Education.

Tonelson diligently served the special education program through the teaching, advising, and mentoring of both undergraduates and graduate students as they completed teacher preparation programs in special education. Furthermore, he used his knowledge and skills to assist in the preparation and implementation of special education coursework, beginning by developing classes to be delivered on campus in traditional classroom spaces, through the expansion of the special education program into one of the largest distance learning programs at ODU. His passion for improving teacher education and implementation of evidence-based practices in schools and communities led to the publication of numerous articles, monographs, and book chapters, as well as in securing over \$25M in grants from the U.S. and Virginia Departments of Education. Tonelson channeled these funds into highly successful teacher preparation programs including the Commonwealth Special Education Endorsement Program (CSEEP) and the Paraprofessional Preparation for Extraordinary Teaching (PPET). Recently, these opportunities culminated in the creation of the Center for Implementation and Evaluation of Education Systems (CIEES) at ODU, of which he remains the director.

Tonelson also maintained an extraordinary level of service to the teaching profession and to the community. He built and maintained mutually beneficial relationships with various K-12

education stakeholders at the local, state, and national levels. Furthermore, his commitment to the community is evidenced through the time he spent as a member of the School Board of the City of Norfolk and on the Epilepsy Foundation of Virginia Board.

Committee members received a report on promotions in academic rank effective for 2022-2023. Dr. Orlando Ayala, SACSCOC Faculty Lead for Compliance and Associate Professor of Engineering Technology, presented an update on the SACSCOC Reaffirmation of Accreditation.

Dr. Shannon Robinson, Associate Vice President for Research and Executive Director of the ODU Research Foundation, presented an overview of the Research Foundation. Dr. John Nunnery, Associate Vice President for Research, presented information on the Carnegie Classification and where ODU stands on the various measures.

ADMINISTRATION AND FINANCE COMMITTEE

Mr. Broermann, chair of the Administration and Finance Committee, reported that Vice President for Administration and Finance and Chief Financial Officer Chad Reed briefed the Committee on the University's Debt Management Report. The report included a brief review of the Debt Management Policy, the primary financial vehicles utilized by the University for capital improvements, a summary of auxiliary reserves, and looked back at the prior fourteen years as well as the upcoming eleven years and the impact of retired debt and anticipated new debt and how it will impact compliance. The University remains in compliance with the Debt Management Policy and is in a healthy position with regards to maintaining compliance in the future.

Vice President presented the Committee with the updated Six-Year Plan that requires approval of the full Board. Having approved the plan in the first year of the biennium, the report focused on the proposed updates and amendments to the original plan as impacted by new funding and mandatory cost increases included in Chapter 2 of the Appropriations Act (FY2023), as well as the University's FY2023 Operating Budget and Plan. The updated plan requires full Board approval as outlined in § 23.1-306 of the Code of Virginia.

The following resolution was brought forth as a recommendation of the Administration and Finance Committee and was approved by all members presenting and voting (*Allmond, Broermann, Corn, Decker, Dickeski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

SIX-YEAR PLAN APPROVAL

RESOLVED, that upon the recommendation of the Administration and Finance Committee, the Board of Visitors approves the Six-Year Plan, the details of which were included in the Administration and Finance Committee Agenda.

Background:

In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Old Dominion University's 2022 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2022.

As a mandate established through the "*Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Act of 2011*" (TJ21) legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia by July 1 of each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The instructions and template to complete the six-year plan are usually provided by SCHEV in late spring, typically just after the April Board meeting. Due to this timeline, the University has historically submitted the plan, to SCHEV by the July 1st deadline and then has presented it to the Board for approval at the next scheduled meeting, which is usually held in September. In July, the University is required to present the plan to a group of State representatives. This group will further review the plans over the July and August months and provide comments in early September for all institutions to respond with updates or revisions, as appropriate, by October 1st.

In preparation of the submission, the University reviewed the 2021 Six Year Plan and determined if any amendments would be required for the 2022 plan submission. The updated 2022 Six-Year Plan reflects the priorities of the University and the objectives and goals outlined in Virginia Plan for Higher Education. The plan is divided in two parts. Part I is an Excel template with five components that includes In-state Undergraduate Tuition and Fee Increase Rate, Tuition & Other Nongeneral Fund Revenue, Academic-Financial Plan, General Fund Requests, and Financial Aid Plan. Part II provides a narrative summary of the proposed strategies and an evaluation of the most recent biennial six-year plan. The university was also required to submit a response to the SCHEV regarding Freedom of Speech and Academic Freedom.

The strategies identified in the University's 2022 Six-Year Plan were developed collaboratively with the leadership of each operating division. Divisions reviewed their respective submissions and updated strategies to align with current priorities and objectives. Most of the funding strategies employed cost share approach with 50% general fund 50% university funding, while others are contingent on 100% general fund investment. Additionally, approval of future tuition and fee rates is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

Ms. Etta Henry, Director of Procurement Services, provided an overview of the University's supplier diversity program. She shared the strategies implemented to promote the use of certified Small, Women-owned, and Minority-owned (SWaM) firms and achievement of the University's SWaM goals. In fiscal year 2022, the University achieved

a SWaM utilization percentage of 58.7% resulting in just over \$52M in spend with certified small, women-owned, minority-owned, and micro businesses.

Vice President Reed and Mr. Todd Johnson, Assistant Vice President for Auxiliary Business Services, provided opening performance indicators to the Committee. The overview represents the annual snapshot of performance for the first week of Fall opening. The operations for Auxiliary Business Services, which include the Bookstore, Transportation and Parking, Webb University Center, Mail Center, and Campus Dining were reviewed, with an emphasis on examining pre- and post-pandemic performance. The University has a strong opening and is seeing a sizeable increase over Fall 2021 levels; but has not in all cases reached the activity levels from Fall 2019.

The Committee heard standing reports on Investments, from Ms. Maggie Libby, Interim Associate Vice President for Finance and University Controller; Public Safety from Mr. R. Garrett Shelton, Interim Chief of Police; and the Capital Outlay Status Report from Vice President Reed.

Vice President also briefed the Committee on the University's Financial Performance Report as of August 2022.

AUDIT, COMPLIANCE, AND HUMAN RESOURCES COMMITTEE

Dr. Williams, chair of the Audit, Compliance, and Human Resources Committee, reported that Ms. Amanda Skaggs, University Audit Executive, briefed the Committee on the Charter and the affirmation of responsibilities for FY2022, and the Internal Quality Assurance Improvement Program, which included FY2022 program results, annual independence confirmation, and proposed revisions Board of Visitors Policy 1610, Charter of the University Audit Department. The Committee approved the proposed revisions that will be forwarded to the Governance Committee for review.

Ms. Skaggs presented the activity and status of open audit issues since May 2022 and discussed the open audit projects with the Committee.

The Committee met briefly in closed session to discuss the performance of specific departments where such evaluation necessarily involved discussion of the performance of specific individuals and to discuss specific cybersecurity threats or vulnerabilities as permitted by the Code. No action was taken once the Committee reconvened in open session and approved the FOIA certification.

Ms. September Sanderlin, Vice President for Human Resources, Diversity, Equity, and Inclusion, provided an overview of Human Resources and briefed the Committee on the annual succession planning efforts.

GOVERNANCE COMMITTEE

Ms. Dickeski, chair of the Governance Committee, reported that the Committee reviewed the charters of the standing committees that were reviewed by the committees in June. The Committee approved the charters for the Academic & Research Advancement, Administration & Finance, and Athletics Committees. As a recommendation of the Governance Committee, the following standing committee charters were approved by all members present and voting (*Allmond, Broermann, Corn, Decker, Dickeski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

Academic and Research Advancement Committee Charter

Introduction

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

Membership

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

General Purpose and Scope

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

Committee Responsibilities

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

- a. Review and recommend to the full Board on the academic mission, purpose, strategic plans, important academic and research initiatives, and regular and special programs of the University.
- b. Review and recommend to the full Board on awards, named chairs and professorships, and honorary degrees.
- c. Review and recommend to the full Board on faculty personnel appointments, policies, sanctions, and procedures.

- d. Review and recommend to the full Board on administrative faculty personnel appointments.
- e. Review and recommend to the full Board on emeritus/emerita status for retiring faculty and administrators.
- f. Review and recommend to the full Board faculty to be awarded tenure.
- g. Review and recommend to the full Board on faculty members to serve as non-voting representatives to each of the following standing committees of the Board: Academic and Research Advancement Committee, Administration and Finance Committee, Athletics Committee, Audit & Compliance Committee, Student Enhancement & Engagement Committee, and University Advancement Committee.
- h. Review and recommend to the full Board on the initiation of new degree programs and termination of programs.
- i. Review and recommend to the full Board on approval of new policies or revisions to existing policies governing academic and research matters.
- j. Review and recommend to the full Board on the dual employment of immediate family members at the University.
- k. Review and recommend to the full Board on the establishment of academic departments, schools, and colleges and name changes for these units.
- l. Respond, on behalf of the Board, to requests from faculty for review of negative tenure decisions and appeals of major sanctions. In the case the committee recommends in favor of tenure, this must be approved by the full Board. A negative decision in granting tenure or an appeal thereof is final.

Meetings

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

Annual Review of Activities

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

Staff to Academic and Research Advancement Committee

Chief Academic Officer [Provost]
Vice President for Research

Administration and Finance Committee Charter

Purpose and Authority

The Administration and Finance Committee supports the Board's responsibilities for the budget process, accountability, and fiscal efficiency in general. The Committee is responsible for making recommendations to the Board on matters pertaining to the purchase, lease, sale, construction, and maintenance of University-owned or controlled land and buildings; on fiscal policies; oversight of

the fiscal accounts and operations of the University, including budget, investments, and the impact of the foregoing on the University's overall fiscal condition, mission, and purpose.

The Committee has such authority as provided for Board of Visitors By-Laws: § 4.02. Standing Committees.

Composition

The Chairs and members of the committee shall be appointed by the Rector and shall serve until their successors have been duly appointed. Standing Committee chair vacancies (versus temporary absences) may be filled at any time by appointment of the Rector. A quorum of each of the standing committee shall consist of three voting committee members. The Rector and Vice Rector are deemed committee members for all purposes, including a quorum.

Committee Responsibilities

The responsibilities of the Committee include but not limited to the following:

Review and Recommendation of:

- The University Operating and Budget Plan
- Changes to the tuition and mandatory fees and room and board rates of the university
- The Six-Year Operating and Capital Plans
- Capital Improvement Projects and Issuances of Debt Financing
- University Master Plan
- Emergency Management and Campus Security Plans
- The purchase, lease, or sale of university-owned or controlled land and buildings

Receive Reports and Information Pertaining to:

- The Audited Annual Financial Statements
- The Annual Debt Management Report
- Financial Performance Report
- Foundation Investment Performance and Outlook
- Capital Outlay Progress Report
- Small, Woman Owned and Minority (SWaM) Businesses Dashboard
- Commonwealth Performance Measures Dashboard
- Public Safety and Campus Security Dashboard
- Campus Facilities and Beautification
- Enterprise Risk Management Report

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 many be required by law or regulation.

- Chair shall evaluate the Committee’s performance and individual member participation on a regular basis.

Meetings

Meetings of the Committee will occur in conjunction with regular meetings of the Board of Visitors, which happen no less frequently than four (4) 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. The Committee will invite members of management, or others, to attend meetings to provide pertinent information, as necessary. 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.

Administrative Liaison

The Vice President for Administration and Finance will serve as the administrative liaison to the Committee and will work with the Chair and the President in the development of meeting agendas, preparing meeting minutes, and any other support as needed.

Athletics Committee Charter

General Description of Authority

The Intercollegiate Athletics Committee (“Committee”) is a standing committee of the Old Dominion University Board of Visitors (“Board”). The purpose of the Committee is to assist in meeting University goals and priorities by supporting the mission and strategic goals for Old Dominion University Athletics.

Membership

The Committee shall consist of all members of the Board.

Roles and Responsibilities

- a. The Committee shall support the mission of Old Dominion University by reviewing and monitoring Old Dominion University’s mission-driven intercollegiate athletics program with respect to such areas and topics as finances; admissions standards and policies; student-athlete welfare; Title IX, NCAA and Conference compliance; academic advising; graduation rates; facilities; capital expenditures; and effective promotion of Old Dominion’s brand identity.
- b. Periodically review the Committee Charter and recommend revisions as necessary.
- c. Periodically review Committee processes and procedures to make the Committee more effective.

Meetings

The Committee shall meet as needed, but not less than two (2) times a year. The Committee may ask University officers or others to attend meetings, or portions thereof, and provide pertinent information as necessary.

The Committee voted to refer the charters for the Audit, Compliance, and Human Resources; Student Enhancement & Engagement and Digital Learning; and University Advancement and University Communications Committees back to their respective committees to update them to reflect their new responsibilities with the recent name changes. They will be brought to the full Board for approval at a later meeting.

The Committee reviewed proposed revisions to three Board policies. University Counsel updated Policy 1107, Board of Visitors Meeting Scheduling and Procedures to reflect the new statute regarding electronic meetings that became effective on September 1. The proposed revisions to Policy 1402, Reappointment/Annual Review or Non-reappointment of Faculty, and 1411, Tenure, were reviewed and approved by the Academic & Research Advancement Committee in June. Upon recommendation of the Governance Committee, the following policies, as revised, were approved by all Board members present and voting (*Allmond, Broermann, Corn, Decker, Dickeski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

NUMBER: 1107

TITLE: Board of Visitors Meeting Scheduling and Procedures

APPROVED: April 11, 2003; Revised June 12, 2014; Revised September 14, 2021

SCHEDULED REVIEW DATE: September 2026

All meetings of the Board of Visitors shall be conducted in accordance with the *Code of Virginia*, the Board's Bylaws, Board Policies and Procedures, and *Robert's Rules of Order Newly Revised*, in order of descending precedence. University Counsel shall serve as Board parliamentarian for purposes of interpreting *Robert's Rules of Order Newly Revised*. The University Counsel shall attend all open and closed meetings and committee meetings except those where the President is being evaluated or presenting portions of his/her Annual Report dealing with the evaluation of university officers, unless otherwise directed by the Attorney General in accordance with [Va. Code §23.1-1303.B.1.iii](#).

The following procedures for regular meetings of the Board of Visitors shall generally be followed consistent with Article III of the Board of Visitors Bylaws.

Meeting Scheduling

Regular and Executive Committee meetings shall be scheduled one year in advance with care being taken to avoid significant events which may preclude the attendance of a large number of Board members (i.e., national holidays, school openings and closings). The four regular meetings of the Board are scheduled quarterly, usually during the months of September, December, April, and June of the academic year. Executive Committee meetings are scheduled during the months in which the full Board does not meet and may be canceled by the Rector if there is no need to meet.

Meeting Notices

In accordance with [Va. Code § 2.2-3707](#), notice of regular meetings of the Board shall be posted at least three working days prior to the meeting. Such notice shall be posted on the University's website and the State's Commonwealth Calendar, and distributed electronically to all members of the Board, the President, President's Cabinet, faculty and student representatives, staff who support the Board and its committees, media, and all others who specifically request such notice in writing to the Executive Secretary to the Board of Visitors. Meeting agendas and all supporting documents except those that are legally exempted are also made available to the public on the University's website. Notice of such meetings shall include the date, time, and location of the meeting.

Notice of special, emergency, or continued meetings, reasonable under the circumstances, shall be posted and distributed as described above at the same time such notice is provided to the members of the Board. Special meetings may be called by the Rector or the Vice Rector in his/her absence or disability, or by any three members. In addition to the date, time and location of the meeting, the purpose of the meeting must also be stated in the notice.

Meeting Agendas

Matters to be placed on the Board's regular and special meeting agenda and requests for public comment shall be brought to the attention of the Rector or the President in writing at least 15 days in advance of the meeting at which the issue is to be addressed or public comment accepted. The purpose of the agenda process is to ensure that only relevant issues requiring Board action are identified; that items brought before the Board have been fully analyzed and briefed; and that issues requiring Board action contain alternative recommended courses of action, if possible, to be considered for approval.

1. As part of this process, the Rector shall consult with his/her active committee chairs, Board representatives, and staff, and consider written requests of interested parties. The President shall consult with his/her principal staff, other appropriate parties, and consider written requests. Based on these consultations, the Rector and President shall then set the agenda.
2. Chairs of standing committees shall set their respective committee agendas with the responsible University administrator.

3. Reports of invited representatives and anticipated issues or resolutions requiring Board decisions under unfinished and new business and the point or points during the meeting where public comment will be accepted will be specified in the published pre-meeting agenda. Such agenda shall be distributed to all Board members at least seven days prior to each regularly scheduled Board meeting.
4. Supplementary agenda items originating after distribution of the pre-meeting agenda shall be provided to all Board members as soon as they are identified.
5. The Rector shall confer with all active committee chairs at least 15 calendar days before an Executive Committee meeting to determine if there are agenda items to be considered at that meeting before canceling such meeting.

Order of Business

The order of business shall be as follows, unless modified by the Rector with the approval of the Board:

- Convene Meeting
- Approval of Minutes of Previous Meeting
- Special Presentations (if any)
- Public Comment (if allowed)
- Rector's Report
- President's Report
- Reports of Standing Committees
- Reports of Special Committees
- Reports of Invited Representatives, if any
- Motion for Closed Session, if any
- Reconvene in Open Session and Freedom of Information Act Certification
- Call for Unfinished Business
- Call for New Business
- Adjournment

Public Comment

Public comment shall be taken upon request of interested parties to an agenda issue. The request must be made in writing via the Executive Secretary to the Board to the Rector and President in accordance with the timeline provided in the meeting notice. The points at which public comment will be accepted shall be specified in the published meeting agenda.

Closed Meetings

While convened in closed meetings, board members must be confident that they may engage in full and open discussion of legitimate closed meeting topics without fear or concern that comments, or statements made therein will be revealed or disclosed outside the presence of the convened body. All board members and invited guests present during closed meetings should be mindful that the confidentiality of discussions is dependent on informed recognition of the confidential and potentially sensitive nature of such dialogue. Disclosure of information or

documents including “working papers,” revealed or discussed in closed meetings represents a breach of the confidentiality on which board members are legitimately entitled to rely. Additionally, unauthorized disclosures of closed meeting information could have the effect of inhibiting subsequent closed meetings.

The following requirements apply to closed meetings:

1. The Board must take a recorded vote in an open meeting approving a motion that identifies the subject matter and purpose of the closed meeting and cites the applicable exemption from open meeting requirements as authorized in [Virginia Code §2.2-3711.A](#). The matters contained in such motion shall be set forth in detail in the minutes of the open meeting. A general reference to the authorized exemptions or the subject matter of the closed meeting is not sufficient to satisfy the requirement for holding a closed meeting.

This provision does not apply to closed meetings of the Board held solely for the purpose of interviewing candidates for the position of president. Prior to any such closed meeting, the Board shall announce in an open meeting that such closed meeting will be held at a disclosed or undisclosed location within 15 days thereafter.

2. The Board must restrict its discussion during the closed meeting only to those matters specifically exempted and as identified in the motion.
3. At the conclusion of the closed meeting, the board must immediately reconvene in an open meeting and take a vote certifying that to the best of their knowledge, only public business matters lawfully exempted and as were identified in the motion were heard, discussed, or considered. If a board member believes that there was a departure from these requirements, prior to the vote he or she must state what he or she believes the substance of the departure was, which still be recorded in the meeting minutes.
4. The Board may permit nonmembers to attend a closed meeting if such person is deemed necessary or their presence will reasonably aid the Board in its consideration of a topic to be discussed. The nonmembers permitted to remain in the closed meeting will be noted in the meeting minutes.
5. University Counsel shall attend all closed meetings except those where the President is being evaluated or presenting portions of his/her annual report dealing with evaluation of university officers. In these cases, a representative from the Attorney General’s office will be asked to participate.
6. No resolution or motion adopted, passed, or agreed to in a closed meeting will become effective unless the Board reconvenes in an open meeting to take a vote of the membership on such resolution.

Voting

1. The authority of the Board rests in its majority, therefore, Board voting on issues or candidates for a position shall require a majority of votes cast, versus a plurality, to pass a motion or elect an officer or representative, except where otherwise specified.
2. In cases where there are more than two choices, the following shall apply. If on the first ballot, no choice receives a majority, the one receiving the smallest number of votes shall not be considered on the next ballot, provided that at least two choices remain on the ballot. This shall continue until a choice has received a majority of the required vote. Should two or more choices receive the same number of low votes and the total of these two choices when combined with any one other member's vote not constitute a majority, then the choices receiving the same number of low votes shall be eliminated. Should the total of the same number of low votes received by two or more choices when combined with any one other member's vote constitute a majority, then no member shall be eliminated, and the balloting shall continue. Should more than one ballot be required, the proponent of each choice shall be allowed one minute to address the membership before the next ballot.
3. Except when a roll-call vote is specifically requested by any member of the Board or as otherwise required by law, motions shall be carried or defeated by voice vote, with the Secretary noting members supporting, opposing, or abstaining from the matter. However, all votes taken during electronic communication meetings shall be by roll-call and so recorded in the meeting minutes ([Va. Code §2.2-3708.2.D](#)). No proxies, secret, or written ballots are authorized in any Board meeting ([Va. Code §2.2-3710](#)). The roll-call vote shall be recorded in the minutes by the Secretary calling the roll. Should members attending the meeting be absent for the vote, their absence shall be noted in the minutes. The Student Representative to the Board of Visitors is a non-voting member, but his/her comment regarding an issue may be recorded in the minutes. Any action taken in a closed meeting must be approved in an open meeting before it can have any force or effect.
4. In accordance with *Robert's Rules of Order Newly Revised*, the Rector shall not vote on any issue except in the case of a tie. Committee chairs, however, are allowed to vote on all issues.

Meeting Minutes

Minutes should record action taken, policies adopted, resolutions passed, and discussions by the Board. Minutes shall be taken at all open regular, special, working session, retreat, and committee meetings as prescribed by the Freedom of Information Act ([Title 2.2, Chapter 37 of the Code of Virginia](#)). Minutes shall include the date, time, and location of the meeting, the members of the public body recorded as present or absent, a summary on the discussion of the matters proposed, deliberated, or decided, and a record of any votes taken.

These minutes, including draft minutes, and all other records of open meetings, including audio or audio/visual records are public records and subject to the provisions of the Freedom of Information Act. Audio recordings shall be retained for three years and shall be available to the public. Minutes or audio recordings of closed meetings may be taken at the discretion of the Board by an approved motion to do so. Minutes of closed meetings, including drafts and audio or audio/visual records,

are not public records and are protected by the Freedom of Information Act. Minutes requirements for electronic communication meetings are described in the next section.

Draft minutes are considered public documents under the Freedom of Information Act. Since they are papers designed to produce a finished document and may be incomplete or incorrect, they shall be clearly marked as drafts, handled with care, and destroyed when the minutes are approved. Draft minutes shall be posted as soon as possible but no later than 10 working days after the conclusion of the meeting. The Executive Secretary to the Board shall notify the Board when draft minutes have been posted. If there are substantive errors, the draft minutes may be corrected by members by making a motion to correct the minutes on the agenda for the next regular meeting of the Board. Typographical errors can be forwarded to the Secretary for correction. Final approved minutes shall be posted within three working days of approval by the Board.

Participation in Board of Visitors Meetings by Electronic Means of Communication~~in the Event of Emergency or Personal Matter or Certain Disabilities~~

~~The general policy of the Board is that u~~Unless a state of emergency has been declared by the Governor, the Board will meet in person with a quorum of Board members physically ~~must be~~ assembled to conduct ~~the a~~ meeting of the Board or its committees. Individual board members may participate electronically only under specific conditions as provided in accordance with Va. Code § 2.2-3708.3 and this policy~~Va. Code § 2.2-3708.2.~~

1. A member of the Board of Visitors may participate in a meeting through electronic means of communication from a remote location that is not open to the public only as follows:
 - A. On or before the day of a meeting, a member notifies the Rector that he or she is unable to attend the meeting due to ~~an emergency or a~~ personal matter and identifies with specificity the nature of the ~~emergency or~~ personal matter, and the Rector approves the request to participate in the meeting from a remote location.
 - i. ~~The specific nature of the emergency or personal matter and the remote location from which the member participated is to be recorded in the meeting minutes.~~ If a member's participation from a remote location is disapproved by the Rector because such participation would violate the conditions noted in item 2 below, disapproval shall be recorded in the minutes with specificity.
 - ii. Such remote participation by the member shall be limited each calendar year to two meetings or 25 percent of the meetings of the ~~Board~~public body, whichever is fewer.
 - B. On or before the day of the meeting, a member notifies the Rector that he or she is unable to attend a meeting due to a temporary or permanent disability or other medical condition of the member or the member's family that prevents the member's physical attendance.
 - C. If a member's principal residence is more than 60 miles from the meeting location, the member may notify the Rector on or before the day of the meeting that he or she will participate in the meeting remotely. The Board of Visitors is to record this fact and the remote location from which the member participated in its minutes.

2. Participation by a member of the Board of Visitors under Item 1 above shall be authorized only under the following conditions:

A. A quorum of the Board of Visitors is physically assembled at the primary or central meeting location.

B. The meeting notice identifies the primary or central meeting location and any remote location open to the public, as well as the electronic communication means by which to be utilized by the member participates/participating virtually in the ~~meeting and includes a telephone number that may be used to notify the primary or central meeting location of any interruption in the telephonic or video broadcast of the meeting.~~

C. ~~Any interruption in the telephonic or video broadcast of the meeting will result in the suspension of action at the meeting until repairs are made and public access is restored.~~

D. Public access to the remote locations from which additional members of the public body participate through electronic communication means is encouraged but not required. ~~However, if three or more members are gathered in the same location, then such remote location must be open to the public.~~

E. The meeting minutes must note which Board members were in attendance in person and which members participated electronically. The minutes must include with specificity the given reasons for remote participation as well as a general description of the remote location from which each member participated virtually. If access to remote locations is allowed, all persons attending the meeting at any of the remote locations shall be given the same opportunity to address the public body as persons attending at the primary or central location and a copy of the proposed agenda and supporting materials provided to the board shall be available at the remote location.

F. ~~A public comment form prepared by the Virginia Freedom of Information Advisory Council will be made available to the public.~~

G. ~~Meeting minutes must note which Board members were in attendance in person and which members participated electronically.~~

H.F. _____ Votes taken during the meeting must be recorded by name in roll-call fashion.

3. At the Rector's discretion, but no more than twice per year or 25 percent of the meetings held per calendar year, whichever is fewer, the Board may hold an all-virtual public meeting, pursuant to the conditions set forth in Va. Code § 2.2-3708.3.

In ~~the event~~ accordance with Virginia Code § 2.2-3708.2, when the Governor has declared a state of emergency, the Board may meet by electronic communication means without a quorum of the ~~public body or any member of the governing~~ Board physically assembled at one location, provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe for the ~~public body or governing~~ Board to assemble in a single location; and (ii) the purpose of meeting is to ~~discuss or transact the business statutorily required or necessary to continue provide for the~~ continuity of operations of the institution and/or the discharge of ~~its~~ the Board's lawful purposes, duties, and responsibilities; ~~(iii) a public body makes available a recording or transcript of the~~

~~meeting on its website; and (iv) the board distributes minutes of meetings by the same method used to provide notice of the meeting.~~

Requirements for electronic meetings under an emergency declaration include the following:

1. Public notice must be given using the best available method given the nature of the emergency and must be given at the same time notice is provided to the members of the Board.
2. Arrangements for public access to the meeting through electronic means including, to the extent practicable, videoconferencing technology must be made. ~~If the means of communication allows, opportunity for comment must also be provided to the public.~~

3. Provide the public with the opportunity to comment at the meeting if public comment is to be received.

~~3.4.~~ The nature of the emergency, the fact that the meeting was held by electronic communication means, and the type of electronic communication means by which the meeting was held must be stated in the meeting minutes.

NUMBER: 1402

TITLE: Reappointment/Annual Review or
Nonreappointment of Faculty

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

SCHEDULED REVIEW DATE: June 2025

I. Board of Visitors Policy

A. Nature of Appointment

1. Unless tenure has been awarded by the university, all appointments of full-time faculty are on an annual, temporary, or probationary basis, renewable one year at a time at the discretion of the university.
2. In some cases, appointments for a period of less than one academic year may be made, for example, initial appointments at mid-year or emergency one-semester appointments.

II. Guidelines

- A. Consideration of reappointment or nonreappointment will be according to a timetable distributed by the Office of the Provost and Vice President for Academic Affairs.¹ Consideration takes place early in the second semester for faculty members in their first year of service and early in the first semester for faculty members in the second or subsequent year of service.
- B. For instructors, assistant professors, lecturers, clinical assistant professors, research assistant professors, and untenured associate professors and professors, the initial consideration will be by the departmental tenure and promotion committee unless they are in the first year and have been appointed mid-year. For senior lecturers, master lecturers, research associate professors, research professors, clinical associate professors, and clinical professors, initial consideration will be by the department chair, except for those years when the faculty member is undergoing their sixth year review (see III.B. below).
- C. In the case of financial constraints or demonstrable overstaffing of departments, the dean or the provost and vice president for academic affairs may require that the number of probationary tenurable and nontenable faculty members in the department be reduced.
- D. Faculty members who were appointed as instructors with the expectation that the terminal degrees would be completed may not be reappointed before the award of the degree unless prior approval has been obtained from the provost and vice president for academic affairs. (See the Board of Visitors Policy on Academic Rank and Criteria for Ranks.)
- E. If the critical requirements of the position of a probationary tenurable faculty member are changed so as to affect the primary duties expected of the faculty member, and hence his or her consideration for tenure, the faculty member shall be fully and promptly informed of the changes in writing at least one semester before the changes are implemented.

III. Procedures

- A. Reappointment or Nonreappointment of Probationary Tenure-Track Faculty²
 - 1. The departmental promotion and tenure committee and all subsequent persons considering the case will take into consideration the formal evaluations of the faculty member's performance by the chair (unless the faculty member evaluated is the chair) and the dean, faculty information sheets, and any other relevant data, as well as the needs of the department.

¹ See the Schedules for Faculty Personnel Actions in the appendix for specific dates and actions.

² For a definition of the academic ranks, types of appointment, and specific procedure variations, see the Policy on Academic Rank and Criteria for Ranks.

2. These procedures will be suitably adapted for faculty members who hold interdisciplinary, interdepartmental or joint appointments or who hold appointments in a department with two or fewer tenured faculty members. The adapted procedures should be recommended by the promotion and tenure committee of the college or colleges involved and approved by the dean or deans concerned and the provost and vice president for academic affairs.
3. Each department conducts an annual review of the probationary tenure-track faculty in that department (including the chair if untenured). This review is based on the performance of the individual faculty member and the needs of the department and is initially conducted by a committee consisting of tenured members of the department.
4. The departmental promotion and tenure committee recommends to the chair (or the dean in case the faculty member being evaluated is the chair) one of the following actions:
 - a. That the faculty member be considered for tenure through normal channels, if a sufficient probationary period has elapsed. (In this case, the faculty member is considered for tenure through the normal tenure procedures, and the remainder of this section does not apply.)
 - b. That the faculty member be offered an additional annual contract without tenure.
 - c. That the faculty member not be reappointed, that is, not be offered an additional contract if in the first or second year of service or offered a terminal contract for the succeeding year if in the third or subsequent year of service.
 - d. A copy of the committee's recommendation shall be supplied to the faculty member with reasons for the recommendation for appointment or nonreappointment.
5. Considering the written recommendation of this committee, the performance of the faculty member and the needs of the department, the chair (unless she or he is the faculty member being evaluated) makes a recommendation to the dean concerning reappointment or nonreappointment of each individual probationary tenure-track faculty member and provides the faculty member with a copy of the recommendation.
6. Considering the recommendation of the departmental promotion and tenure committee and of the chair (unless she or he is the faculty member being evaluated) as well as the needs of the college, the dean makes a decision concerning reappointment or nonreappointment of each individual probationary tenure-track faculty member, notifies that faculty member in writing of this decision, and provides the faculty member and the provost and vice president for academic affairs with a copy of the decision letter.

- a. If the dean decides not to reappoint a faculty member, the faculty member may request a review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final.
- b. Notice of the dean's decision concerning reappointment or nonreappointment of probationary tenure-track faculty members shall be according to the following schedule:
 1. Not later than March 1 of the first academic year of service.
 2. Not later than December 15 of the second academic year of service.
 3. Terminating appointment of one year, with notice by December 15, after two or more academic years of service.

B. Reappointment or Nonreappointment of Nontenure-track Faculty

1. Each department conducts an annual review of all nontenure-track faculty members in that department. This review is based on the performance of the individual faculty member and the needs of the department.
 - a. For lecturers and clinical assistant professors, this review is conducted by a committee consisting of tenured members of the department and master lecturers and clinical professors followed by the department chair and dean.
 - b. For senior lecturers and master lecturers, the annual review is conducted by the chair followed by the dean. In lieu of this annual review, and if not applying for promotion, every six years senior lecturers and master lecturers will instead undergo an in-depth evaluation that is initially conducted by a committee consisting of tenured members of the department followed by the chair and dean.
 - c. For clinical associate professors and clinical professors, the annual review is conducted by the chair followed by the dean. In lieu of this annual review, and if not applying for promotion, every six years clinical associate professors and clinical professors will instead undergo an in-depth evaluation that is initially conducted by a committee consisting of tenured members of the department followed by the chair and dean.
 - d. For faculty of practice (any rank) the annual review is conducted by a committee consisting of tenured members of the department followed by the department chair and dean.
2. For lecturers, faculty of practice, and clinical assistant professors and for all nontenure-track faculty undergoing an in-depth sixth-year evaluation, the departmental committee recommends to the chair one of the following actions:

- a. That the faculty member be offered an additional annual contract.
 - b. That the faculty member not be reappointed, that is, not be offered an additional annual contract.
3. A copy of the committee's recommendation shall be supplied to the faculty member with reasons for the recommendation for appointment or nonreappointment.
 4. Considering the written recommendation of this committee (in case section 2.b. above applies), the performance of the faculty member, and the needs of the department, the chair makes a recommendation to the dean concerning reappointment or nonreappointment of each individual nontenure-track faculty member and provides the faculty member with a copy of the recommendation.
 5. Considering the recommendations of the departmental committee (in case section 2.b. above applies) and of the chair, as well as the needs of the college, the dean makes a decision concerning reappointment or nonreappointment of each individual nontenure-track faculty member and notifies each faculty member of this decision. If the decision is not to reappoint the faculty members, the dean provides the faculty member and the provost and vice president for academic affairs with a copy of the decision letter.
 - a. If the dean decides not to reappoint a faculty member, the faculty member may request a review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final.
 - b. Notice of the dean's decision concerning reappointment or nonreappointment of nontenure-track faculty members shall be according to the following schedule:
 1. Not later than March 1 of the first academic year of service.
 2. Not later than December 15 of the second or subsequent academic year of service.

NUMBER: 1411

TITLE: Tenure

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

SCHEDULED REVIEW DATE: June 2026

I. Purpose of Tenure

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

II. Eligibility for Tenure

- A. Only faculty members who hold the ranks of assistant professor, associate professor, or full professor are eligible to be considered for tenure. Assistant professors will be awarded tenure only if they are simultaneously being promoted to the rank of associate professor.
- B. Faculty members may be considered for tenure only once.
- C. Under certain circumstances administrative faculty holding rank in a department at the assistant professor (if promotion to the rank of associate professor is being simultaneously considered), associate professor, or full professor level may be considered for tenure, as specified by the Board of Visitors policy concerning administrative faculty.
- D. Since tenure is granted as a faculty member in an academic department or program, the award of tenure does not imply continuance in any full-time or part-time administrative

position, nor does it imply continuance of any specific work assignment within or outside the department in which tenure is granted.

III. Probationary Period

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

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

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

1. Time in the rank of assistant instructor, lecturer, master or senior lecturer, faculty of practice, clinical faculty, artist-in-residence, performer-in-residence, writer-in-residence, research professor, research associate professor, research assistant professor, research associate, or any part-time position.
2. Time in appointment as an administrator, that is, in a position designated as a teaching/research administrative position or as a classified position in the state personnel system. (Time spent in a teaching and research faculty position as defined in the state personnel system will count as part of the probationary period, even if administrative responsibilities are assigned as part of that position; normally, departmental administrative positions such as chair or assistant chair will thus count as part of the probationary period.)
3. Time in a position that involves no teaching of credit courses, for example as a teacher of children or a therapist in the Children's Learning and Research Center or as a teacher of exclusively noncredit course work.
4. Time spent on leave of absence.
5. Time spent on faculty exchanges (including nationally competitive fellowships) if the faculty member so chooses.

- C. A period of time, not to exceed one year³, may be excluded from the probationary period, upon the approval of the provost and vice president for academic affairs subject to the following conditions.

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

³ In case of a national, state or local emergency that prevents or seriously hinders the normal activities of faculty members for a period of several months, the University may provide the option for all tenure-track faculty members to extend their tenure clock by a specified period of time equivalent to that lost to the emergency, irrespective of any other exclusion granted to a faculty member.

2. The request must be the result of the occurrence of a serious event. A “serious event” is defined as a life-altering situation which requires the faculty member to devote a significant fraction of each day to alleviate the impact of the event for a period greater than six weeks and less than one year. These events may include the birth of a child, adoption of a child under the age of six years, serious personal illness or care of an immediate family member, such as a parent, stepparent, child, spouse, or domestic partner.
 3. The faculty member shall provide documentation to justify the time requested and the seriousness of the event.
 4. The request shall be made no later than one year from the first day of the serious event.
 5. The faculty member must have been adequately performing the duties assigned prior to the first day of the serious event.
 6. Faculty who are awarded this exclusion shall have no requirements or expectations beyond those of any probationary faculty member.
 7. Work accomplished during the excluded period may be cited in the tenure case.
 8. Requests for exclusion may be made at any time during each academic year. No request shall be made after the application for tenure has been submitted.
 9. Decisions will be made within 60 days of the receipt of the faculty member’s request by the department chair.
 10. The decision of the provost and vice president for academic affairs is final.
- D. The maximum total period for full-time probationary appointments (excluding periods not counted, see section III.B.) is six years, unless an approved extension is granted (see section III.C.). If the tenure decision is negative, a one-year terminal appointment is offered.
- E. The length of the probationary period may be reduced in any of the following instances:
1. A faculty member initially appointed to the rank of full professor may be considered for tenure in the second year of service and would be notified of a tenure decision according to the schedule in the Teaching and Research Faculty Handbook; if tenure is awarded, a tenure contract will be offered for a third year of service. In addition, the probationary period for a full professor may be eliminated, and an initial tenure appointment may be recommended to the Board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should

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

2. A faculty member initially appointed to the rank of associate professor may be considered for tenure in the fourth year of service and would be notified of a tenure decision according to the schedule in the Teaching and Research Faculty Handbook. If tenure is approved, a tenure contract will be offered for the fifth year. In addition, the probationary period for an associate professor may be eliminated, and an initial tenure appointment may be recommended to the board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should be rarely used.
3. A faculty member may apply for early consideration for tenure, if the faculty member believes that he or she has met or exceeded the expectations of quantity and quality of achievements for teaching, scholarship, research, and service needed to qualify for tenure before the end of the normal probationary time period. The criteria for the award of tenure for such faculty will be the same as those who apply after the normal probationary time period, i.e., the total body of work must be equivalent to that expected after a normal probationary period. A faculty member who applies for early consideration for tenure and is denied tenure will be offered a terminal contract for the ensuing year. It is the sense of the Board of Visitors that only demonstrably exceptional faculty or faculty with equivalent experience at a commensurate rank at another accredited institution of higher education or national institutions will be awarded tenure under this clause. Demonstrably exceptional is defined as meeting or exceeding expectations for quantity and quality of achievements for teaching, scholarship, research, and service needed to qualify for tenure prior to the conclusion of the normal probationary period. Any faculty member considering an application for early consideration for tenure should first elicit feedback on this plan from the department chair, the dean, the provost and vice president for academic affairs, and the chair of the departmental Tenure Committee, in particular, in a case where no pre-tenure review has occurred yet.
4. A faculty member who applies for tenure before the end of the standard probationary period cannot withdraw from the tenure process after the provost and vice president for academic affairs has approved the final list of external reviewers (Section V.C.2.).

IV. Criteria for the Award of Tenure

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

B. Criteria to be used are as follows:

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

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

- a. A curriculum vita will be required of each external reviewer. Each reviewer will be asked to describe any personal or professional relationship with the candidate. It is the responsibility of the chair to include a curriculum vitae of

each reviewer. For tenure of department chairs, the responsibility belongs to the dean.

- b. External reviewers will be asked to evaluate all submitted material mailed to them based on the department's approved criteria for the evaluation of scholarly activity and research. In the case of the arts, reviewers may be asked to consider works of art or performances. External reviewers will be asked to evaluate: a) the quality of the scholarship or creative work under review; and b) the scholarly reputation (regional, national, international) of the candidate.
 - c. All candidates for tenure and promotion will be required to have their scholarship evaluated by no fewer than four external reviewers. If fewer than four reviews are received, the chair will choose additional reviewers alternately from the lists of the department promotion and tenure committee and of the candidates.
3. The determined long-term needs of the department, college, and University, including at least the following:
 - a. The long-term enrollment of the department.
 - b. The need for an additional specialist in the faculty member's area of specialization as a permanent member of the department in terms of the mission of the department, the college, and the university.
 - c. The tenure structure of the department. (Although no maximum percentage of faculty members on tenure is established, all committees and administrators considering tenure must take into account the need for flexibility in course offerings and the desirability of a tenure structure that will allow openings for new tenured faculty members in the ensuing decades so that new areas of specialization and new needs can be met. The position of other nontenured faculty members in the department, anticipated retirements, or other known departures, and projected new programs or changes in directions must be considered.)
4. No person can be awarded tenure unless convincing evidence is provided of effective teaching.
5. No faculty member can be awarded tenure unless convincing evidence is provided of successful performance in scholarly activity and research, as judged by the department's approved criteria for the evaluation of scholarly activity and research. It is the faculty member's responsibility to include these criteria in the research portfolio submitted to external reviewers and in the data file submitted internally. If these criteria changed during the faculty member's probationary period, he or she can choose which version to submit. All evaluations of the faculty member's research and scholarly activity, at every stage of the tenure process, should be guided by these criteria.

V. Procedures for Tenure Consideration⁴

- A. The provost and vice president for academic affairs, fifteen months prior to the date for giving notification of the tenure decision, shall formally advise the professor that the limit of the probationary period is approaching, and explain what procedures should be followed by those wishing to be considered for tenure.
- B. The initial steps of the review process are normally conducted by the chair of the department or unit with which the candidate for tenure is affiliated, assuming the chair has tenure. If the chair is not tenured, he or she may not be involved in any aspect of the tenure decision. In that case, the dean of the college housing the department should appoint a tenured member of the department in question to act in the chair's stead. This faculty member shall not take part in any deliberations or votes of the departmental, college or University tenure committee. If the candidate for tenure is the chair of a department, the dean shall conduct the initial steps of the review process but will not write a separate recommendation at the departmental level.
- C. External review process
 1. The responsibility for initiating the external review, securing the reviewers, and forwarding complete review files to the dean, provost and vice president for academic affairs, and the University Promotion and Tenure Committee belongs to the department chair or his/her replacement if the chair is not tenured (see section V.B.).
 2. External reviewers with academic positions will hold the same rank or higher than the promotion rank for which the faculty member is being considered; exceptions should be justified by the dean. The department tenure and promotion committee and the candidate will prepare separate lists of potential reviewers. The candidate will review both lists and will document personal and professional relationships with all potential reviewers, including potential conflicts of interest. This documentation will become part of the tenure file. The chair (or replacement, see section V.B.) will select three reviewers from the candidate's list and three reviewers from the department tenure and promotion committee's list; the chair (or replacement, see section V.B.) will provide this list of reviewers to the dean. The dean will submit an agreed upon list to the provost and vice president for academic affairs for final approval prior to initiating the review process. The final list of external reviewers, together with the documentation of personal and professional relationships by the candidate (as outlined above), should be included as part of the application package for all internal reviewers. External reviewers should not be close collaborators or (former) mentors of the candidate. In general, co-authors on publications should be excluded as external reviewers, except as permissible under the departmental statement on evaluation of research (see the Policy on the Evaluation of Scholarly Activity and Research). The selection of potential external reviewers must be completed before the end of the semester prior to the submission of credentials for tenure.

⁴ See the Schedules for Faculty Personnel Actions in the appendix for specific dates and actions.

3. External reviews will be confidential; reviewers will be so advised. Requests for exception to the confidentiality of external reviews should be made directly to the provost and vice president for academic affairs before the reviewers are asked to submit evaluations. If an exception is approved, candidates for tenure will be allowed access to the substance of external reviews, but the authorship of specific external reviews and other identifying information contained therein will remain confidential. All external reviewers will receive a standard letter sent by the chair (or replacement, see section V.B.) but prepared by the provost and vice president for academic affairs in consultation with the deans and a copy of the policy on external reviews so their responsibilities will be clear.
 4. The University and college administration will assist departments where reasonable expenses are necessary to obtain appropriate external reviews.
- D. Initial consideration of tenure cases is conducted by the tenured faculty of the department.
1. The tenured faculty of a department may determine that a tenure committee of a specified size will be selected from their membership to conduct the tenure deliberations and make recommendations to the chair (or replacement, see section V.B.). In this case, the entire full-time department faculty will elect the committee. It is the responsibility of this committee to determine the opinions of tenured members of the department not serving on the committee.
 2. In departments where fewer than three members are tenured, the dean, in consultation with the chair (or replacement, see section V.B.), will appoint enough additional tenured faculty members to form a committee of at least three members.
 3. Candidates for tenure should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.
 4. The tenured faculty of the department, or the members of the tenure committee, elect a chair of the committee among their members. It is the responsibility of that chair to direct the committee members to consider and apply the relevant sections in the Teaching and Research Faculty Handbook and the departmental statement on research evaluation in their comments and votes.
 5. No dean, associate dean, assistant dean, or other full-time administrator or department chair (or replacement, see section V.B.) shall attend or participate in the deliberation of the departmental, college, University Promotion and Tenure Committee, or the tenured faculty of the department serving as a group to consider tenure, except in those cases when such committees or groups may, at their discretion, request administrators or chairs to answer specific questions concerning tenure cases. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.
 6. The college committee shall consist of one tenured faculty member from each department in the college. All members of college promotion and tenure

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

7. The University Promotion and Tenure Committee shall consist of one tenured full professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair.⁵ No person shall serve on the University Promotion and Tenure Committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. The representative from a tenure candidate's college will participate in deliberations in the candidate's case but will not cast a vote.
8. Any committee member who participates in the tenure process votes at most only once or any particular case.
9. In order to ensure transparency, fairness, and equity in the internal review process, a faculty member or administrator who participates in the tenure process must disclose any potential conflict of interest that might undermine the credibility of the process. The chair of the department (or replacement, see section V.B.) will work in consultation with the dean of the college to decide whether the person should be excluded from serving on the review committee.
10. The faculty member under consideration is informed whenever a committee is considering tenure and is given an opportunity to submit a statement (in electronic form) to the Provost's Office in support of their tenure case, or to correct any factual misinformation in previous recommendations. The Provost's Office will add such statements to the candidate's file.
11. In case of material new accomplishments before the conclusion of the evaluation process, additional documentation may be added to the portfolio with the concurrence of the dean. Such additional material must be clearly marked as such and dated at the time of addition to the tenure file by the Provost's Office. If such additional documentation is considered, this must be clearly documented in the recommendation letters by the committee or individual (e.g. dean) who first see this new material.

⁵ The members of the faculty who are elected to serve on the University Promotion and Tenure Committee shall serve for the subsequent academic year. The promotion and tenure committees elected by each individual degree-granting college serve for an entire academic year, not for the spring semester of one year and the fall semester of the following year.

- E. The committee or group of tenured faculty makes its recommendations to the chair (or replacement, see section V.B.) together with reasons for the recommendation (including a minority statement in the case of a non-unanimous vote). All committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. The chair of the committee shall record the names of all members participating in the discussion and voting in the recommendation letter, as well as the total number of votes in favor and against. Only those faculty present as the candidate is being interviewed during the deliberations can participate in drafting or approving the letter. In instances of a non-unanimous vote, the minority opinion must be included in the committee recommendation and the minority must be given the option to write a minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee. Considering this recommendation, the department chair (or replacement, unless the dean is acting in the chair's stead, see section V.B.) makes an additional evaluation and recommendation concerning tenure. A copy of that review and recommendation letter will be sent to the faculty member and the dean by the chair of the department.
- F. If either the tenured faculty (or their committee), or the chair (or replacement, see section V.B.), or both recommend tenure, the credentials of the faculty member together with the recommendations of the tenured faculty (or their committee) and the chair (or replacement, see section V.B.) are forwarded to the tenure committee of the college, which examines the facts and the recommendations and makes a recommendation to the dean. All eligible committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's tenure application are defined in section V.D.4. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.
- G. If neither the departmental committee nor the chair (or replacement, see section V.B.) recommends tenure for the faculty member, tenure is not granted in the ensuing year. The faculty member is given a terminal contract for the ensuing year unless a further review is requested.

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

If either the decision of the college committee or that of the dean is positive, the faculty member's case is considered in accordance with the procedures in the following

- paragraphs. If both decisions are negative, the faculty member may request, within two weeks, a further review by the provost and vice president for academic affairs, who makes a final determination concerning further consideration of tenure.
- H. The dean of the college examines the facts and all previous recommendations and makes a recommendation concerning tenure, which is forwarded to the provost and vice president for academic affairs, with a copy to the faculty member.
 - I. The University Promotion and Tenure Committee, consisting of one tenured full professor from each of the major degree-granting academic colleges, examines the facts and all previous recommendations and documentation and makes a recommendation (with reasons) concerning tenure, which is forwarded to the provost and vice president for academic affairs. All eligible committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's tenure application are defined in section V.D.5. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. The Office of the Provost will provide a copy of the recommendation letter to the dean of the college, the department chair and the faculty member.
 - J. The provost and vice president for academic affairs, after examining all submitted documents and consulting with appropriate staff members, makes a determination concerning tenure for the faculty member. If the recommendations from all committees and administrators previously acting on the case have not all been the same, or if the provost and vice president for academic affairs disagrees with the recommendations that have been the same, then the provost and vice president for academic affairs shall consult with the University Promotion and Tenure Committee and with the chair (if tenured) and dean concerned.
 - K. If the determination of the provost and vice president for academic affairs is in favor of tenure, the provost and vice president for academic affairs forwards the faculty member's name to the president for presentation to the Board of Visitors as a candidate for tenure. The Board of Visitors will act on the case according to the schedule in the Teaching and Research Faculty Handbook of the year in which it is being taken up. Upon approval of the Board of Visitors, the faculty member is offered a tenure contract for the coming year.
 - L. If the determination of the provost and vice president for academic affairs is against tenure, the faculty member is notified according to the schedule in the Teaching and Research Faculty Handbook that a terminal contract will be offered for the ensuing year.
 - M. The faculty member may request, within two weeks, that the president review a negative decision of the provost and vice president for academic affairs. The president should make a decision on the review within one month. If the president upholds the decision of the provost and vice president for academic affairs, the faculty member may

request a further review by the Board of Visitors or its designated committee within two weeks. (Refer to the policy on Communications with the Board of Visitors for procedural information.) The decision of the Board of Visitors or its designated committee is final.

- N. Copies of the recommendation by all committees, chairs, deans, and the provost shall be provided to the faculty member being considered for tenure. The faculty member will be provided opportunity to correct any factual misinformation in such recommendations by placing a letter in his or her tenure file at any stage, or up until March 1 to the Provost (November 22 for faculty hired mid-year).
- O. The above procedures at the departmental and college level may be suitably adapted for faculty members who hold interdisciplinary or interdepartmental appointments. The adapted procedures should be recommended by the promotion and tenure committee of the college or colleges involved and approved by the dean or deans and the provost and vice president for academic affairs. Procedures above the college level will be the same as designated above in all cases.

VI. Pre-Tenure Review

- A. The concept of a major review of faculty performance is intended to serve the purpose of giving the faculty member a clear indication of progress toward tenure and to offer constructive suggestions for self-improvement.
- B. Non-tenured faculty members, without prior teaching experience, who are in their third year of probationary service at Old Dominion University will receive a major faculty review. This review will be conducted by the dean and will begin in the spring of the third year of faculty service (fall of the third calendar year of service for faculty hired mid-year).⁶ The review will include a meeting with the faculty member and chair. The review process, conducted by the department promotion and tenure committee, department chair, college promotion and tenure committee, and dean, will include an in-depth evaluation of teaching effectiveness, scholarly works, grant and contract efforts, and other professional activities. An evaluation report emphasizing the long-range impact of the faculty member on the University should be submitted to the provost and vice president for academic affairs by May 1 (December 1 for faculty hired mid-year) following the completion of the review at the college level with a copy provided to the faculty member at all evaluation levels. It is important that the review extend beyond certifying adequate teaching performance and focus on creative ability, productivity, and potential to excel.
- C. If a faculty member applies for tenure in or before their third year of probationary service at Old Dominion University, the pre-tenure review will not be conducted.

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

The Committee also discussed the need for the Bylaws to be updated to reflect the new responsibilities of the three newly renamed committees. The Committee voted to refer Sections 4.02.d, Audit, Compliance, and Human Resources Committee, 4.02.f, Student Enhancement & Engagement and Digital Learning Committee, and 4.02.g., University Advancement and University Communications Committee to the administration to work with their respective committee chairs for proposed revisions for approval in December, with a due date of November 1 to ensure that the 30-day notice requirement is met.

The Committee discussed a proposed timeline for the review and approval of the eleven remaining Board policies that are older than five years and are requesting President Hemphill to assign the review of the policies to the appropriate Vice President for revisions to be reviewed by the President and University Counsel and submit to Donna by November 18 for inclusion on the Governance Committee's agenda and approval by the Board at the December meeting. It is also understood that some of these policies may need to be reviewed by the Faculty Senate and require a longer timeframe to complete that review.

STUDENT ENHANCEMENT & ENGAGEMENT AND DIGITAL LEARNING COMMITTEE

Ms. Allmond, chair of the Student Enhancement & Engagement and Digital Learning Committee, reported that Don Stansberry, Vice President for Student Engagement & Enrollment services, reported on the Fall 2022 opening. In total, Housing & Residence Life welcomed over 4,700 Monarchs back to campus. Over 300 faculty, staff, and students volunteered to assist with the move-in experience. During the weeks of August 23 and September 16, the Monarch Experience hosted 54 events and programs across campus. Dr. Stansberry provided division highlights for the fall semester, including the branding of on-campus neighborhoods to encourage a sense of belonging among students. He also covered the Every Campus a Refuge (ECAR) program, the Virginia Symphony Orchestra (VSO) Fellowship, First-Year Summer Institute, First-Year Service Experience, and a review of the Living Learning Communities' fall kickoff.

Dr. Joy Himmel, Director of Counseling Services, provided an update on mental health, including Counseling Services highlights and initiatives. Dr. Himmel shared the Office of Counseling Services' hours of operation and services provided to students seeking counseling.

Dr. Stansberry provided an enrollment update. He reviewed retention percentages, applicants, enrollees, yield, and admit rates for first-time undergraduates over the past ten years. He also shared an overview of the headcount and FTE for undergraduate and graduate students for Fall 2022. He provided registration numbers for the Fall 2022 freshman cohort, transfer students, second-degree students, and graduate students.

Nina Rodriguez-Gonser, Interim Vice President for Digital Learning, reported on the trends of the fully online incoming class from 2018-2022, to include applications, admitted students, confirmed students, registered students, and mix of students. She provided an overview of headcount and success as they relate to distribution of students by locality along with graduation and persistence rates for fully online students. She also shared information on the results of a market study conducted, including the identified target

audiences and target markets. Target audiences included degree completers, transfer students, military affiliated, and graduate students, and target markets included ten states with the highest interest and return. An overview and timeline for the rebranding of *ODUOnline* to *ODUGlobal* was shared. The brand strategy, color palette, logos, and timeline for the rebranding, set to take place from August through January of this year, was shared.

Antra Patel, student representative to the Board, introduced herself to the Committee and gave a brief background about her time at Old Dominion University. She provided a recap of her goals for the 2022-2023 year, which include increasing student engagement and awareness of student leadership roles, an ODU Food Pantry Drive, and increasing graduation participation.

UNIVERSITY ADVANCEMENT AND UNIVERSITY COMMUNICATIONS COMMITTEE

Mr. Decker, chair of the University Advancement and University Communications 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 \$10.3M broken out into \$4.9M for the Educational Foundation and \$5.4M for the Athletic Foundation. The goal for this year is \$40M. Vice President Brandon also gave an orientation of the operations of University Advancement and Foundations.

Mr. Dan Genard, Associate Vice President for Advancement, reviewed Capital Campaign preparation. He shared updates on Campaign collateral materials and the Kick-Off Dinner.

Jaime Hunt, Vice President for Strategic Communications and Chief Marketing Officer, gave a presentation entitled, “What is Next for Marketing at ODU,” in which she outlined steps leading to rolling out a strategy for the University.

FINANCIAL UPDATE

Chad Reed, Vice President for Administration & Finance and Chief Financial Officer, provided a financial performance update through August 30, 2022. He stated that the University is well underway with a good financial year. There has been a \$3.2M in budget adjustments that represent about 0.5% increase in budget authority. This is as a result of the increased general fund support from the Commonwealth that occurred after the Board approved the FY 2023 budget. Of that allocation, \$515,000 graduate financial assistance, including increased graduate stipends, and the remainder for sponsored research institute support.

The FY2023 budget was based on level enrollment. To date the University has received approximately \$95M of the \$154M budget through tuition and fee revenue, which is just over 60%. Overall, the University has received 41% of its total revenue in the first few months compared to 19% of expenditures, just under \$117M, so we are tracking very well and are confident on enrollment and credit hour production. He explained that the institution receives its general fund allocation on a month-to-month basis.

2023-2028 STRATEGIC PLAN UPDATE

Ashley Schumaker, Chief of Staff and Vice President for Strategic Operations reported that the draft working copy of the 2023-2028 Strategic Plan was provided Wednesday via OnBoard and a hard copy is being distributed today. She explained that this is an expanded document from the one the Board reviewed at the retreat. At that time, Provost Austin Agho and Dr. Suzanne Wright reviewed the goals and strategies and outlined the process that we have been engaged in for the past year that have gotten us to this point. Her goal today is to outline the remainder of the strategic planning process and the opportunities the Board will have to continue to review and comment on the document.

She noted that President Hemphill outlined an aggressive plan for the development of the goals and strategies, and key performance indicators. He met individually with each of the 12 strategic planning groups and provided a charge. The groups engaged and discussed their and provided their recommendations as reflected in the document. Following her review, she and Provost Agho will answer any questions. They are also joined by Dr. Wojtowicz who led the writing team that produced much of the document.

During the August retreat, feedback was received regarding the length of the proposed Mission Statement. Since then, two versions of the Mission Statement have been proposed. One is the summary statement, which is a shorter version and can be likened to a 30-second “elevator pitch.” However, requirements from SCHEV and SACSCOC that necessitate the longer version to remain. The newer version reflects those changes. The latest version includes a number of introductory sections and articulates the strategic planning process in its entirety and includes information about the history of the University. About half of the document is provided in the form of key performance indicators arranged by focal area. These key performance indicators will form the basis by which updates, and progress reports are submitted twice per year that will be published on the Strategic Planning website.

Several new initiatives have been included in the Strategic Plan. It incorporates new activities and, to some extent, reinvigorates or expands existing initiatives in terms of scope and size. The KPIs will be approached in two parts; first, an inventory will be taken of what we currently do and will be assessed against best practices, and then a determination will be made as to whether it is revised in its entirety or make minor revisions. Vice President Schumaker noted that the current draft includes placeholders for data points including Fall 2022 benchmarks, enrollment projections, and graduation and retention rates.

The draft Strategic Plan will be distributed for a 30-day comments period, October 3 through November, to the campus community. Between now and then, the Board is welcome to provide feedback that will be incorporated into the document. Following the 30-day comment period, Dr. Wojtowicz and the writing team, and Provost Agho and Dr. Wright and the Steering Committee, will make edits as needed. The Board will then have another two weeks, from the beginning to mid-November, to provide any final feedback. The final draft will be taken to the Board at its December meeting for consideration for approval. Once approved by the Board, graphics depicting campus life and the commitment to the community will be added to the published Strategic Plan that will be implemented in January 2023.

The Rector commended Vice President Schumaker and those involved in the preparation of the Strategic Plan for their work. He stated, in the form of a mandate rather than a request, that Board members share their feedback with Ashley by Friday, September 30. Vice President Schumaker offered to meet with individual members if desired; otherwise, feedback may be sent to her via email.

MOTION FOR CLOSED SESSION

The Rector recognized Ms. Dickeski, who read the following motion: “Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Section 2.2-3711(A), subsections (1), (6), and (7) for the purposes of discussing the assignment, appointment, and performance of specific employees; and 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; and consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in an open meeting would adversely affect the negotiating or litigating posture of the University. The motion was seconded and approved by all members present and voting (*Allmond, Broermann, Corn, Decker, Dickeski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

In addition to the Board members in attendance, President Hemphill, asked the Cabinet members to attend the first part 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 (*Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Ellmer, Holland, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Williams*).

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 11:10 a.m.