

OLD DOMINION UNIVERSITY  
BOARD OF VISITORS  
EXECUTIVE COMMITTEE MEETING  
Monday, March 22, 2021

MINUTES

The Executive Committee of the Board of Visitors of Old Dominion University met at 12:00 Noon on Monday, March 22, 2021. The meeting was held electronically via the Zoom application pursuant § 4-0.01(g) of Chapter 1289 of the 2020 Acts of Assembly. Present from the Committee:

Kay A. Kemper, Rector  
Yvonne T. Allmond  
R. Bruce Bradley  
Robert S. Corn  
Unwanna B. Dabney  
Jerri F. Dickeski  
Larry R. Hill  
Toykea S. Jones  
Lisa B. Smith  
Bridget Groble (*Student Representative*)

Also in attendance from the Board: Peter G. Decker, III  
Ross A. Mugler  
P. Murry Pitts  
Armistead D. Williams, Jr.

Also present were:

John Broderick, President	Annie Morris Gibson
Bruce Aird	Morris Foster
Austin Agho	Donna Meeks
Alonzo Brandon	R. Earl Nance
Danielle Carter	Tom Odom
Greg DuBois	September Sanderlin
Giovanna Genard	Wood Selig

CALL TO ORDER AND APPROVAL OF MINUTES

The Rector called the meeting to order at 12:00 p.m. and asked for approval of the minutes of the Executive Committee meeting held on November 16, 2020. Upon a motion made by Mr. Hill and seconded by Ms. Dickeski, the minutes were approved by roll-call vote (*Aye: Allmond, Bradley, Dabney, Dickeski, Hill, Jones, Kemper, Mugler, Pitts, Smith, Williams; Nay: None*).

## **RECTOR'S REPORT**

The Rector congratulated President Broderick, Annie Morris and others who were instrumental in Old Dominion University experiencing the best General Assembly ever. She also said that she is impressed with progress of the Governance Committee and recognized its chair, Jerri Dickeski, Lisa Smith and Donna Meeks for their support of the committee's work. Ms. Dickeski also recognized Lisa Smith, Donna Meeks and Amanda Skaggs for their support.

## **PRESIDENT'S REPORT**

In his report to the Committee, President Broderick announced that he had just learned that ODU has maintained its A+ bond rating. This demonstrates that the administration has managed its resources effectively and efficiently during a very difficult time. He also announced the arrival of Jessica Whitehead, the new Joan Brock Chair of the Adaption and Resilience Center. She was formerly North Carolina's Resiliency Director and was appointed by the Biden administration to serve on the National Resilience and Adaption Commission.

The \$5.5M allocation approved by the General Assembly reflects the efforts put forth in the area of public health. Norfolk State, Old Dominion and EVMS are working together to apply for additional funds from Sentara and to begin the accreditation process. To date, the Capital Campaign has raised over \$204M of its \$250M goal.

Through the efforts of Provost Agho, Vice President Stansberry and Karen Meier, plans for graduation are in place and a formal communication will go out to campus community this week. Ceremonies will recognize those who graduated in Spring and Fall 2020 as well as the Spring 2021 graduates.

He has invited Dubby Wynne and Nancy Grden to the board meeting in April to do a presentation on the Hampton Roads Maritime Collaborative bringing together the shipbuilding and repair industry, the Navy, the port and higher education. This collaborative will bring significant economic development benefits to the region.

## **BUDGET WORKSHOP/PRESENTATION OF PROPOSED 2021-2022 TUITION & FEES**

Greg DuBois, Vice President for Administration and Finance, provided an overview of the current financial landscape and its impact on the administration's proposed tuition and fees for FY22. Today's session is to share information and to receive public comment, but no action will be taken by the Board until it meets in April. He acknowledged Bruce Aird and Tiffany Hampton for their work in preparing the presentation and invited the other vice presidents to comment throughout the presentation.

The Commonwealth's budget currently includes the restoration of \$12.0M in new base support, additional general fund support of \$4.5M to maintain affordable access, and one-time funding of \$2.8M for unavoidable cost increases that will be requested as base funding in the future. Earmarked allocations include new base fund of \$2.7M for the joint School of Public Health with Norfolk State and one-time Federal relief funding of \$2.1M for COVID testing. In response to a

question from Mr. Mugler, Vice President DuBois said that the affordable access funds are not contingent on a tuition freeze. The new base funding puts ODU at approximately 102% of base adequacy, which was only 75% in 2015. Funding per FTE student is now ahead of George Mason and Virginia Tech, but ODU still remains the most affordable doctoral institution in the Commonwealth. \$5.3M in need-based student financial aid has also been restored and there is an opportunity to request additional one-time funding from the Governor's Emergency Relief Fund.

A 5% base increase for full-time state employees and adjunct faculty replaces the bonus that had previously been budgeted. Authority has also been given to provide up to a 5% increase for hourly-wage employees, but those funds must be provided by the institution. In capital, ODU retained full funding of \$74.9M for construction of the New Health Sciences Building, \$5.2M for campus-wide storm water improvements, non-general fund authority of \$5.1M to begin detailed planning for the proposed \$128M Biology Building.

The University maintained its annual allocations facility maintenance reserves and the higher educational equipment trust fund, and no significant changes were made to the state funding or language supporting the Online Virginia Network, Tech Talent Investment Pipeline, Coastal Virginia Center for Cyber Innovation, and Hampton Roads Biomedical Research Consortium. Language was added regarding the Athletic Subsidy, excluding fiscal years 20, 21 and 22 from the five-year rolling average calculation of the change in generated revenue and student fees.

Vice President DuBois reviewed the budget planning assumptions and shared preliminary information on how available E&G resources totaling \$16,307,600 would be allocated to fund mandatory cost increases, base funding for core operating and infrastructure costs, and strategic initiatives. Mandatory cost increases include the University's share of compensation increases; faculty promotion and retention; public safety promotion and retention; O&M of new facilities; and utility, supply and contract escalations. Base funding for core operating and infrastructure includes public safety operations, enrollment management plan (marketing), technology infrastructure, adjunct faculty, faculty commitments (accreditation), Commonwealth software usage fees, and student service operations (move from Auxiliaries). Strategic initiatives include new Cyber Security faculty, Title IX staffing and operations, student success coaches, and maritime initiatives. \$1.27M remains to allocate for other strategic initiatives.

Mr. Bradley asked how the initiatives funded by the one-time allocation of \$2.8 million be funded should it not become base-funded. Vice President DuBois said that one-time funds would once again need to be used should that be the case, through hiring freezes and attrition. Mr. Bradley also asked how the \$1.3M in marketing compares with prior years, to which Vice President DuBois responded that the marketing budget has not increased from prior years, but in the past has been funded on a one-time basis and is now being proposed as base funding. However, if the Board decides to enhance the University's marketing efforts, additional one-time money can be used for this purpose.

Proposed student fee resources and expenditures were also summarized. Vice President DuBois noted that this is the final year of the modified tuition and fee structure generating \$1.3M to offset a base budget deficit created by the change in mix between in-person and online classes. These funds along with \$640K in anticipated revenue generated by student services operations, would result in \$2.035M in student fee resources once the \$1.7M base funding deficit is addressed. Expenses include mandatory compensation increases, merit-based aid for enrollment and retention

initiatives, and strategic initiatives funded through the Auxiliary capital investment fund. As budgeted, expenses are greater than revenue, and if enrollment revenue does not offset the difference, then the full \$500K from the capital investment fund will not be allocated. Mr. Mugler asked about the percentage of student fees allocated to Athletics and noted that the APA lists it differently. Vice President DuBois indicated that a portion of the debt service and student fees depicted on the chart are also allocated to Athletics, accounting for the difference. Mr. Mugler suggested that the Athletics Committee receive a briefing at a future meeting on the breakdown of the fees as reported by the APA. Vice President DuBois noted that the majority of new funding over the years has been allocated to student financial assistance.

The components of tuition and mandatory fees were reviewed and then a comparison of the cost of total tuition and mandatory fees for a 0% increase vs. a 3% increase for an in-state undergraduate student taking 30 credit hours per year was shared. A 3% increase in total tuition and mandatory fees would equate to \$330 over two semesters. In response to a question from Mr. Bradley, Vice President DuBois explained that the mandatory fees are separated because students are charged different amounts for the health and transportation fees based on whether they are on- or off-campus. In response to a question from Mr. Pitts, an undergraduate student taking 12 credit hours is considered a full-time student and the industry standard is an average of 15 credit hours per semester. ODU's tuition is charged per credit hour rather than by block tuition. Even if tuition and mandatory fees were increased by 3%, ODU would remain the most affordable doctoral institution in Virginia.

In response to a question from Ms. Smith regarding COVID testing costs, Vice President DuBois said that the University receives both Federal and State financial assistance to cover the majority of these costs and has reimbursed the University for these start-up costs when the Pandemic first hit. A portion of the Federal funds received was allocated for student emergency grants. A second round of Federal funds will be allocated, and that same portion will again be allocated for student emergency grants, with the remaining funds to be used for continued testing, cleaning and disinfecting and other related costs. The next round will be a multi-year allocation going through 2023. Mr. Hill asked if any of the \$2.8M in one-time funds were related to COVID. Those funds, submitted as a unified request by the institutions, were to address inflationary cost increases and an argument will be presented that those funds need to be made permanent.

Vice President DuBois shared the details of the additional funding priorities and requests, which total \$5M on the E&G side and \$870K from student fees. He and President Broderick have not yet prioritized these requests. Next steps include refining enrollment and revenue projections, assessing the impact of any changes to the State's budget plan, and developing the proposed tuition & fee rates for the Board's approval at the April meeting and the operating budget & plan for Board approval in June. The General Assembly's reconvene session that begins on April 7 has a potential impact on the University's budget, but currently none is anticipated.

## **PUBLIC COMMENTS SESSION**

Prior to accepting public comments, Rector Kemper referenced Board policy 1106 that sets the parameters for public comments. Each speaker will have up to three minutes to speak. Two speakers signed up in advance – Bridget Groble, student representative to the Board, and Dani Carter, student body president. Ms. Groble spoke first.

Ms. Groble thanked the Board for allowing her to comment and thanked Vice President DuBois for meeting with she and Dani in advance to discuss the proposal. She has spoken with students over the past week and the overarching comment she has received is that the students want to realize the benefits of any tuition increase and understand where that money is going. Transparency is important about why the potential increase is needed and how it would impact students' day-to-day lives. Students understand the need for small increases to meet inflation and other cost increases, but they want to know that increases are also benefiting them. A frequent example given was the need for increased mental health services, especially during the Pandemic, as students have had to wait for appointments with Counseling Services. Increasing that support would illustrate a direct benefit to students.

Ms. Carter stated that her role as student body president is to be an advocate for the students and serve as the liaison between the administration and the student body. She expressed her gratitude for the opportunity to speak to the Board about the student perspective. Students are most appreciative that ODU has the lowest tuition in the Commonwealth and understand the importance of gradual increases that are needed, but again, transparency is key. In speaking with students, some mistakenly thought tuition increases were based on the level of student engagement. She proposed that the administration partner with student organizations and student leaders to better inform students.

The Rector thanked Ms. Groble and Ms. Carter for their comments and thanked Vice President DuBois for meeting with them in advance to answer their questions. Mr. Bradley asked the students for suggestions on how to make the process more transparent. Use of the Student Government Association's social media accounts such as Instagram was suggested, as well as video snippets from student leaders to relay the information from a student's perspective.

### **MOTION FOR CLOSED SESSION**

The Rector called on Ms. Jones, who made the following motion, "Madam Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Sections 2.2-3711(A) (1) and (11) for the purpose of discussing prospective candidates for employment to a proposed new position at the University and to discuss consideration of an honorary degree or special award." While there was no second, all members subsequently logged into the closed Zoom session. Joining the Board members in closed session were President Broderick, Greg DuBois, September Sanderlin, Earl Nance and Donna Meeks.

### **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 vote of the Board. All those who agree that only lawfully exempted matters and specifically only the business matter 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 (*Aye*:

*Allmond, Bradley, Corn, Dabney, Dickseski, Hill, Jones, Kemper, Mugler, Pitts, Slaughter, Smith; Nay: None).*

The Rector recognized Ms. Smith, who made the following motion, “Madam Rector, I move that the Executive Committee of the Old Dominion University Board of Visitors approves the creation of the position of Chief of Staff and Vice President for Strategic Operations and that Ashley Schumaker serve in this position, and this motion for approval be recommended for approval and ratification by the full Board. Ms. Schumaker with commence serving on or after July 1, 2021.” The motion was seconded by Mr. Hill and approved by roll-call vote (*Aye: Allmond, Bradley, Corn, Dabney, Decker, Dickseski, Hill, Jones, Kemper, Mugler, Pitts, Smith; Nay: None*).

### **OLD/UNFINISHED BUSINESS**

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

### **NEW BUSINESS**

President Broderick disclosed that his youngest son who just completed his degree will be working in Distance Learning on a part-time basis.

With no further business to discuss, the meeting was adjourned at 1:57 p.m.