**APPROVED BY BOARD 9/20/18**

# OLD DOMINION UNIVERSITY

## BOARD OF VISITORS
## Thursday, June 14, 2018

## M I N U T E S

The Board of Visitors of Old Dominion University held its annual meeting on Thursday, June 14, 2018, at 9:00 a.m. in the Kate and John R. Broderick Dining Commons on the Norfolk campus. Present from the Board were:

Carlton F. Bennett, Rector
Yvonne T. Allmond
R. Bruce Bradley
Robert S. Corn
Michael J. Henry
Larry R. Hill
Toykea S. Jones
Kay A. Kemper
Pamela C. Kirk
Ross A. Mugler
Donna L. Scassera
Maurice D. Slaughter
Lisa B. Smith
Robert M. Tata
Rafia Haq *(Student Representative)*

Absent were:
Jerri F. Dickseski
Alton J. Harris
William D. Sessoms, Jr.

Also present were:

John R. Broderick, President
Austin Agho
Bruce Aird
Alonzo Brandon
Leigh Comsudis
Jane Dané
Mary Deneen
Gregory DuBois
Morris Foster
Giovanna Genard
Velvet Grant
Tiffany Hampton
Rhonda Harris
Scott Harrison
Donna W. Meeks
Annie Morris
Earl Nance
Ellen Neufeldt
Brian Payne
September Sanderlin
Wood Selig
Amanda Skaggs
Deb Swiecinski
Phil Walzer
Rusty Waterfield
Jay Wright
Johnny Young

## CALL TO ORDER AND PROPOSED 2018-2019 OPERATING BUDGET AND PLAN PRESENTATION

Rector Bennett called the meeting to order at 9:04 a.m. and called on Vice President Greg DuBois to present the administration's proposed operating and budget plan for 2018-2019. Vice President DuBois recognized the work Deb Swiecinski, Bruce Aird and Tiffany Hampton in preparing the budget. He discussed the budget planning process, emphasizing that the budget plan's alignment with the Strategic Plan. The plan incorporates the initiatives discussed at the April Board meeting, the overall 5% tuition and mandatory fee increase, and the State's approved budget. He then turned the meeting over to Bruce Aird, University Budget Officer, to present the details.

Mr. Aird provided a summary of the outcomes of the Commonwealth's budget. For the first year of the biennium, $1M in E&G funds was earmarked for the VMASC digital shipbuilding initiative and $969,000 for projected benefit cost increases. The budget also includes an additional $429,000 for in-state need-based student financial aid, $1.2M in maintenance reserve funding, and $3.4M in capital authority for the women's volleyball facility. It was noted that the Koch Hall HVAC project was initially submitted as a capital request but was shifted to a maintenance reserve project since the State is looking at how it funds maintenance reserve vs. capital outlay projects. This strategy is likely to continue in the future.

For the second year of the biennium, $3.6M is earmarked for degree production in STEM-H and education related programs and $75M for operation and maintenance of new facilities. An additional $649,000 was allocated for in-state, need-based student financial aid. Compensation increases of 2% for all full-time employees and an additional 2% merit pool for classified employees in 2019 are contingent on attainment of state revenues.

Vice President DuBois noted that funds are set aside in the 2018-2019 budget model for faculty and staff compensation. President Broderick said compensation is a strategic priority and he plans to present a proposal to the Board at the September meeting. Messrs. Tata and Mugler voiced their support of providing some sort of compensation to faculty and staff during the upcoming year. Mr. Tata asked about employee turnover and Vice President Sanderlin said there is some concern about employee turnover during the first five years for high demand positions. This is also a statewide issue, especially for IT positions.

Vice President DuBois said that they were pleased with the results of the Commonwealth's budget allocations. Old Dominion was one of the few institutions to receive funding for some of its initiatives, which is a testament to the work of President Broderick and his team.

Mr. Aird presented summaries of FY19 E&G resources and allocations. The importance of investing in our online program expansion was discussed. President Broderick noted that ODU is doing very well in the blended program, but growth is needed in the "pure" online degree student population in order to be competitive, and the focus should be on ODU's programs where we have a niche and can grow. Mr. Aird pointed out that over 60% of new resources will be invested in the academic enterprise and over 66% of the overall budget will support instruction and academic support.

President Broderick noted that the digital shipbuilding allocation will not only strengthens our relationship with the Commonwealth's largest employer, but will also enable us to make some key faculty appointments in Engineering and Computer Science and, along with Newport News Shipbuilding, grow a workforce and a stronger interest in the STEM-H disciplines throughout Hampton Roads.

Mr. Aird also shared the planned auxiliary investments with the $1.6M in student-fee generated revenue and $463K of unallocated base funds, as well as reallocations and use of reserves. The proposed auxiliary budget will result in a $2,078,000 contribution to fund balances.

Operating budget trends were shared in order to highlight where resources have been invested over the last several years. It was noted that the University has invested 67-70% of its E&G resources in instruction and academic support over the last seven years.

In response to a question by Mr. Bradley, Vice President DuBois said that administrative costs (which include administrative computing) are represented in the institutional support category and have remained level over the years. These costs represent 11.8% of the overall E&G budget for the current year. Mr. Bradley commented that having the percentages would be helpful when responding to criticisms that higher education institutions spend too much on administrative costs. President Broderick added that a few years ago, the Board was presented details on the University's administrative organization and how it relates to our peers, and that information can be presented again at the meeting in September.

Mr. Aird shared E&G revenue trends over the last ten years. After a period of unstable support from the State, and through the efforts of President Broderick, state funding has increased and is now 23% of the University's budget. A comparison of tuition and mandatory fee increases over the last ten years with the other Virginia doctoral institutions illustrates that Old Dominion's increases have been moderate and the University still remains the most affordable.

Mr. Bradley asked about today's announcement about the 28% tuition discount for active duty military students. Vice President DuBois stated that this is an initiative that was recommended by the University's tuition task force and the 28% discount would reduce tuition to the level of the benefit active duty military students receive from the military. Not only does this demonstrate the University's support of the military as a military-friendly school, but it also increases the University's competitiveness for these students. The cost of approximately $150,000 does not affect tuition revenue but is covered by fee reserves. Old Dominion University is the first public Virginia institution to do this and has already garnered positive media attention.

Vice President DuBois noted that the proposed plan reflects the discussions in the April meeting when tuition and fees were approved and does not include $1M in anticipated tuition revenue, which is being held in reserve in order to mitigate any enrollment fluctuations and, if enrollment projects hold, can later be used to support strategic initiatives.

Upon a motion made by Mr. Mugler and seconded by Mr. Tata, the following resolution was unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Jones, Kemper, Kirk, Mugler, Scassera, Slaughter, Smith, Tata).*

## RESOLUTION APPROVING 2018-2019 OPERATING BUDGET PLAN PROPOSAL

RESOLVED, that upon the recommendation of the President, the Board of Visitors approves the proposed expenditure plan in the University's 2018-2019 Operating Budget and Plan Proposal.

**UNIVERSITY EXPENDITURE SUMMARY**
**(in thousands)**

| | 2017-18 | 2018-19 |
|---|---|---|
| **EXPENDITURES** | **Approved Budget Plan** | **Proposed Budget Plan** |
| Instruction | $143,225 | $149,246 |
| Research & Sponsored Programs | $4,646 | $5,914 |
| Public Service | $110 | $48 |
| Academic Support | $46,217 | $48,117 |
| Student Services | $17,835 | $18,057 |
| Institutional Support | $35,604 | $35,212 |
| Operations & Maintenance of Plant | $32,454 | $33,310 |
| Scholarships & Fellowships | $7,059 | $8,426 |
| **Subtotal** | **$287,150** | **$298,630** |
| Auxiliary Services | $112,062 | $115,126 |
| | | |
| Grants & Contracts | $12,775 | $14,110 |
| | | |
| Gifts & Discretionary | $9,715 | $9,615 |
| | | |
| Scholarships & Fellowships | $72,040 | $73,317 |
| | | |
| Student Loan Funds | $133,000 | $133,000 |
| | | |
| **Total University Expenditures** | **$626,742** | **$643,798** |
| **Summary of University Revenues & Expenditures** | | |
| **Revenues** | **$628,760** | **$645,876** |
| **Expenditures** | **$626,742** | **$643,798** |
| **Contributions to/(Use of) Fund Balance** | **$2,018** | **$2,078** |

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Before recessing for the standing committee meeting, the Rector recognized Rafia Haq, the new student representative to the Board, and welcomed her to her first Board meeting. He also spoke about the news of Anne Donovan's passing. An appropriate memorial service will be planned. The meeting recessed at 9:54 a.m.

## RECONVENE AND APPROVAL OF MINUTES

The Rector reconvened the meeting at 1:34 p.m. and called for approval of the minutes of the meetings held on April 26, 2018 and May 14, 2018. Upon a motion made by Mr. Mugler and seconded by Ms. Allmond, the minutes were unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Kemper, Kirk, Mugler, Scassera, Smith, Tata).*

## RECTOR'S REPORT

Rector Bennett expressed his appreciation for the support and assistance he received during his term as Rector. He thanked President Broderick for his leadership, collaboration, diligence, advice and support, and recognized the vice presidents and administrative team for the work they do to advance the University. He noted that Will Sessoms will be leaving the Board at the end of June.

The Rector called the Board's attention to the proposed revisions to the Bylaws included in the agenda. Upon a motion made by Ms. Kemper and seconded by Mr. Hill, the following resolution was unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Kemper, Kirk, Mugler, Scassera, Smith, Tata).*

### PROPOSED AMENDMENTS TO THE BOARD OF VISITORS' BYLAWS

RESOLVED, that the Board of Visitors approves the following amendments to the Board of Visitors' Bylaws.

### BYLAWS
### OF THE OLD DOMINION UNIVERSITY
### BOARD OF VISITORS

### PREFACE

The Board of Visitors adopts the bylaws that follow for the orderly and efficient conduct of its meetings and the business of Old Dominion University. This preface is to provide a brief overview of the source of the Board's authority as a public institution of higher education, and a component of the executive branch of the government of Virginia.

The Virginia statutes specific, or organic to the University, Va. Code §§ 23.1-2000 through 23.1-2004, might be thought of as the University's charter. These statutes constitute the Board of Visitors as a public corporation named "Old Dominion University," and set the corporation's basic purpose and authority. Other statutes apply to all of the Commonwealth's institutions of higher education to impose other duties and confer additional powers. The

University is also subject, along with all agencies of the executive branch of the state government, to such statutes as, for example, the Virginia Freedom of Information Act which governs, *inter alia*, the circumstances under which a public body, such as this Board, may meet in closed session. Ultimately, however, the University's operations are dependent on the terms of the Appropriations Act adopted bi-annually in the even numbered years by the Virginia legislature, the General Assembly, and amended in the odd numbered years. Finally, it is to be noted that the Commonwealth's agencies and institutions are not as a rule subject to the general statutes of Virginia, as well as the ordinances enacted by the local governments, unless the General Assembly expressly provides otherwise.

Members of the Board, the University staff, and the public should be aware at all times that the authority conferred on the Board of Visitors by the General Assembly resides solely in the Board. That is, no visitor or other individual, regardless of title or position, shall speak for, or exercise the Board's authority except to the extent that the Board may so provide by delegation contained in these bylaws, or by other action of the Board.

The Commonwealth demands institutional direction by a Board composed of active, informed, and engaged visitors. As a measure of this need, the General Assembly provided that if any member of the Board should fail to perform the duties of a visitor for a year, without sufficient cause, the Board shall certify the same to the Governor; and the office of that member shall then be vacant.

## ARTICLE I
## Power, Authority, and Duties

1.01. Role and Responsibilities. The Board of Visitors is the body responsible for the University. The Board's trust includes the following responsibilities.

(a) Presidential Selection and Oversight. The Board's most important responsibility is selection (§ 4.04. of these Bylaws) and oversight (§ 6.01(f) of these Bylaws) of the University President. The President reports only to the Board and it is the responsibility of the Board to ensure that the President is implementing the Board's formally adopted policies and efficiently and effectively accomplishing the University's goals.

(b) University Mission. The Board is responsible for ensuring that the University's mission reflects and directs the relative commitment to undergraduate, graduate, and professional programs, as well as an appropriate balance among instruction, research, and service.

(c) Strategic Planning. The Board is responsible for ensuring there is an ongoing strategic planning process and overseeing its implementation. In conjunction with the President, and in consultation with the faculty, other internal groups, and external constituencies, the Board shall take an active part in developing priorities and goals essential to the accomplishment of the University's mission, allocation of resources, and measurement of success.

(d) University Budget. The Board is responsible for ensuring that the University's mission, priorities, and goals are visible in and expressed through its budget. The budget shall reflect the priorities developed in the strategic planning process. The Board shall periodically review and approve the University's annual budget and work in conjunction with the President and his/her administration that are accountable for directing a process that seeks input from the Board.

(e) Academic Integrity. The Board is responsible for advancing and protecting the academic quality of the education offered by the University including, but not limited to considering, strategic planning, admission standards, graduation requirements, grading policies, use of technology in the classroom, and faculty structure, development, productivity, priorities, and incentives for outstanding teaching.

(f) Research Integrity. The Board is responsible for promoting and preserving excellence in basic and applied research.

(g) Student Quality of Life. The Board is responsible for assuring the high quality of student life necessary to ensure that higher education achievement can take place in an environment conducive to a high level of learning.

(h) Affiliated Foundations. The Board is responsible for assuring that priorities for fund-raising, research, athletics, real estate acquisition and disposal, and other affiliated foundation activities are consistent with the University's mission, priorities, and goals. While the Board recognizes the independent governance of these private activities, the Board is responsible for private resources contributed to the University for public purpose. Guidelines for the exercise of this responsibility are contained in the Board Policies and Procedures Manual (see Article VIII of these Bylaws) and affiliation agreements.

(i) Audit Planning and Review. The Board is responsible for the selection of accountability measures, review of results, and determination of how effectively its policies have been implemented through the audit process; i.e., whether the University's allocation of resources is consistent with the Board's priorities and with the University' financial position.

(j) Fiscal Efficiency. In its review and approval of the University's annual operating budget and the setting of tuition and fees, the Board is ultimately responsible for assuring fiscal efficiency; i.e., the cost-effective operation of the University.

(k) University Advancement. The Board is responsible for promoting the academic purpose, strategic initiatives, service, and solvency of the University among its many constituents by communicating the institution's accomplishments, sharing its vision for the future, relating the community to the campus and the campus to the community, maintaining constituent trust, and engaging the larger local, national and international community in partnerships to achieve University goals and objectives.

## ARTICLE II
## Members

§ 2.01. Resignation. Any member of the Board of Visitors may resign at any time by providing notice to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of said resignation shall not be necessary to make it effective.

§ 2.02. Removal. Pursuant to Va. Code § 23.1-1300, if any member of the Board of Visitors fails to attend (1) the meetings of the board for one year without sufficient cause, as determined by a majority vote of the board, or (ii) the educational programs sponsored by the State Council of Higher Education for Virginia, pursuant to Va. Code § 23.1-1304, in the first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the board shall record such failure in the minutes of its next meeting and notify the Governor, and the office of such member shall be vacated. However, no member serving as of January 1, 2015 shall be removed for failing to attend the educational programs required by § 23.1-1304 if he or she attends training by January 1, 2016. In addition, pursuant to Va. Code § 2.2-108, notwithstanding any provision of law to the contrary, the Governor may remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the board of any public institution of higher education or other educational institution of Virginia, and fill the vacancy resulting from the removal. Each appointment to fill a vacancy shall be subject to confirmation by the General Assembly.

§ 2.03. Visitors Emeriti. In recognition of the invaluable service rendered to the University during their appointments to the Board of Visitors and the informed counsel they are capable of providing after their terms expire, former members of the Board shall be designated Visitors Emeriti. They shall be entitled to have access to minutes of the regular Board meetings posted online and be invited to meet at least once each year with current members of the Board at a social or other function hosted by the Board of Visitors.

## ARTICLE III
## Meetings

§ 3.01. Regular Meetings. Regular meetings of the Board of Visitors shall be held no less frequently than four times each year on such dates and in such places as may be set by the Rector and the Board of Visitors. Regular meetings scheduled annually in excess of the four published regular meetings shall be announced to Board members, University staff, and the public at least 30 calendar days prior to the day the regular meeting is to be convened to assure maximum participation, the three-day statutory notification notwithstanding. The regular meeting during the month of June of each year shall be the annual meeting.

§ 3.02. Special Meetings. Special meetings of the Board may be called by the Rector, or, in his/her absence or disability, by the Vice Rector, or by any three Visitors at such dates, times, and places, with agenda, as may be specified in the call for such meeting.

§ 3.03. Emergency Meetings. Emergency meetings are special meetings and may be called by giving reasonable notice to all members and the public whenever in the judgment of the Rector, in consultation with the President, there is an emergency. A quorum of five voting members shall be sufficient to transact any business with respect to said emergency, except declarations of fiscal exigency. Declarations of fiscal exigency only must be made by an affirmative vote of at least 12 voting members.

§ 3.04. Special and Emergency Meeting Notice. For special meetings under normal, non-emergency circumstances, three days' notice shall be given of the date, time, place, and agenda of all non-electronic communication meetings, by the Secretary/Executive Secretary of the Board. Emergency meeting notice shall be provided, as reasonably timely as possible under the circumstances, and be given contemporaneously to the public with notice provided to Board members.

§ 3.05. Quorum. (Effective July 1, 2002) A majority of voting members of the Board of Visitors serving at any time shall constitute a quorum (§ 23.1-2002, *Code of Virginia*).

§ 3.06. Order of Business. The order of business at meetings is set forth in the Board Policy and Procedures, unless modified at the discretion of the Rector with the modification(s) approved by a majority of the voting Board members present. 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 calendar days in advance of the meeting at which the issue is to be addressed or public comment accepted. 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. Supplementary agenda items originating after distribution of the pre-meeting agenda shall be provided to all Board members as soon as they are identified and may be considered if confirmed by a majority of the voting members of the Board.

§ 3.07. Conduct of Business. All meetings shall be conducted in accordance with the *Code of Virginia*, these Bylaws, Board Policies and Procedures, and *Robert's Rules of Order Newly Revised*, in order of descending precedence. The Vice Rector shall serve as Board parliamentarian for purposes of interpreting *Robert's Rules of Order Newly Revised*. The Board shall request the presence of the University's legal representative at 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. At the Board's discretion, it may request the presence of the University's legal representative during evaluations if it is considering: (1) whether the party or parties involved are in breach of his/her contract; (2) or the Board is seeking legal advice about the amounts and methods of compensating the President or other officers involved.

§ 3.08. Voting Procedures. Except when a roll-call vote is specifically requested by any member of the Board, 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 (§2.2-3708.D., *Code of Virginia*). No proxies, secret, or written ballots are authorized in any Board meeting (§ 2.2-3710., *Code of Virginia*). 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.

## ARTICLE IV
## Committees

§ 4.01. Executive Committee.

(a) Composition. The Executive Committee shall consist of eight members of the Board, three of whom shall be the elected officers of the Board. The remaining members of the Executive Committee shall be the chairs of each standing committee of the Board. Vacancies, other than Board officers who must be elected, may be filled at any time by appointment of the Rector and confirmation by the Board. In the event a standing committee chair is also an elected officer, the vice chair of that particular standing committee shall be a member of the executive committee to maintain the executive committee membership at eight members. A quorum of the Executive Committee shall consist of three Executive Committee members. In the absence of standing committee chairs, standing committee vice chairs may serve on the Executive Committee and count towards a quorum as directed by the Rector.

(b) Duties and Authority. The Executive Committee shall meet upon the call of the Rector or the President. The Executive Committee shall have the power of the Board to take such actions as are necessary to direct the affairs of the University between meetings of the Board. The full Board must be notified of all actions taken by the Executive Committee and all actions must be ratified by the Board at its next regular or a special meeting called for that purpose in emergency situations. The committee shall coordinate the policy development and the goals/objectives of all Board committees and shall recommend the means whereby the Board will assess its effectiveness in accordance with § 9.03 of these Bylaws. A complete record of all actions of the Executive Committee shall be maintained by the Secretary and shall be provided to each member of the Board within 15 working days after the Executive Committee meeting at which such actions were taken. All members of the Board shall be invited to attend Executive Committee meetings and all Board members in attendance at an Executive Committee shall be entitled to vote. Meeting notices shall be provided as set forth in § 3.04 of these Bylaws.

§ 4.02. Standing Committees. In addition to the Executive Committee, the standing committees of the Board shall consist of the Academic and Research Advancement Committee, Administration and Finance Committee, Athletics Committee, Audit Committee, Student Enhancement and Engagement Committee, and University Advancement Committee. The chairs and members of the six standing committees shall be appointed by the Rector, after consultation with the parties involved, and shall serve until their successors have been duly appointed. All members may be reappointed from year to year. Board members shall typically serve on two standing committees, except that those who are appointed to serve on the Athletics and Audit Committees may serve on three standing committees. The chairs of standing committees shall serve until their successors have been duly appointed. Officer vacancies shall be filled in

accordance with § 5.04 of these Bylaws and Standing Committee chair vacancies (versus temporary absences) may be filled at any time by appointment of the Rector and confirmation by the Board. A quorum of each of the standing committees 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. The agenda for each regular Board meeting shall include reports by committees to the Board. Unless otherwise specifically provided by the Board, decisions/recommendations of standing committees (except decisions by the Academic and Research Advancement Committee on review of negative tenure decisions and the approval of the annual internal compliance and operations audit plan by the Audit Committee) are advisory and must be ratified and approved by the Board of Visitors.

(a) Academic and Research Advancement Committee. The Academic and Research Advancement Committee supports the Board's responsibility to advance and protect the academic quality of the education and research offered by the University. The Committee shall make recommendations to the Board on the academic mission, purpose, strategic plans, important academic and research initiatives, and regular and special programs of the University; on awards and honorary degrees; on faculty personnel appointments, policies and procedures. The Academic and Research Advancement Committee is designated by the Board as the committee with the responsibility of responding, on behalf of the Board, to requests from faculty for review of negative tenure decisions. In the case the Committee recommends in favor of tenure, this must be approved by the Board. A negative decision is final. The Committee may meet, as it deems necessary, with faculty, staff representatives, and other University members as requested through the President.

(b) Administration and Finance Committee. 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.

(c) Athletics Committee. The Athletics Committee supports the Board's responsibilities for oversight of its Intercollegiate Athletics programs. The Committee shall review athletic policy and programs and make appropriate recommendations to the Board.

(d) Audit Committee. The Audit Committee helps the Board fulfill its financial oversight and compliance responsibilities. The Committee is responsible for (1) oversight of financial reporting and financial statement matters and any critical accounting and reporting issues; (2) reviewing annually the audited financial statements with internal auditors, determining that the administration has been open and has acted in good faith in connection with the audit; and (3) oversight of the internal audit function, including receiving reports and approval of the annual audit plan. Members of the Audit Committee should have some basic knowledge of generally-accepted accounting procedures and financial reporting and controls. The Committee may also receive reports from the University Auditor on matters of economy, efficiency and effectiveness of operations and internal controls.

(e) Student Enhancement and Engagement Committee. The Student Enhancement and Engagement Committee supports the Board's responsibilities for ensuring student quality of life and fiscal affordability. The Committee is responsible for making recommendations to the Board on matters and policies pertaining to students and shall continuously assess and appraise the quality of student life. It shall review policies relating to student rights, responsibilities, conduct, and discipline, including matters related to the student honor system. The Committee shall consider issues concerning student organizations and their funding, extracurricular activities (including intramural athletics), and matters related to student government and appropriate student participation in University governance by all types of students and on student recruitment and admissions criteria and policies.

(f) University Advancement Committee. The University Advancement Committee supports the Board's responsibility for relations with affiliated foundations and is responsible for making recommendations to the Board on matters and policies pertaining to the University's government relations, fund raising, community (including military) and public relations, and alumni activities.

(g) Additional Responsibilities. Each standing committee shall periodically review Board Policies and Procedures in its areas of responsibility and recommend revisions as necessary. The standing committees shall have such other duties and responsibilities as are assigned to them by the Board or by the Rector, subject to the Board's approval.

§ 4.03. Nominating Committee. The Nominating Committee is responsible for nominating Board members for Board officer positions. In even numbered years, at the ~~annual~~ AprilJune meeting of the Board, a Nominating Committee of an odd number of not less than three members along with two alternates shall be elected by the Board. The Committee shall meet at the same meeting during which it is created to elect its chair. The Nominating Committee shall consult with the Rector, the President, and all other Board members about the needs of the University without being bound by their suggestions.

(a) Nominations. The Nominating Committee shall post a call for nominations for officers from the Board no later than MayJuly 15. Nominations shall be submitted in writing to the committee chair and shall be due no later than 1531 days following the date of the call for nominations. Members of the Board may feel free to nominate themselves for an office to the chair of the Nominating Committee. Nominees for officers must have more than one year remaining on their terms of appointment. The Nominating Committee should give priority to nominating members for office whose terms of appointment on the Board do not expire simultaneously so the Board shall not be without a presiding officer.

(b) Presentation of Nominations. The Nominating Committee shall meet prior to the June ~~at least 14 days prior to the September~~ Board meeting to determine the nominations to be presented to the Board. The recommendation of the nominating committee shall be distributed with the announcement of the meeting of the Board of Visitors in the even numbered year in which the election of officers is to be held. At that meeting, the nominating committee shall present one candidate for each office for election in accordance with § 5.01 of these Bylaws. Nominations from the floor may be made prior to such election.

(c) Committee Vacancies. In the event a member of the Nominating Committee cannot serve or becomes a candidate for an office for which the committee is selecting candidates, he/she shall resign from the committee immediately and the Rector shall immediately appoint a previously elected alternate as a replacement. Should circumstances require additional alternates, they shall be elected by the Executive Committee at a special meeting convened for that purpose.

(d) Officer Vacancies. The Nominating Committee may be elected by Board members at a regular or special meeting to fill vacant officer positions that may be created. The Nominating Committee shall then meet as required by § 5.04, Vacancies, of these Bylaws.

§ 4.04. Presidential Search Committee. As necessary, but not later than the first regular meeting of the Board after the President expresses to the Board his/her intent to step down or leave the University or departs under other circumstances (e.g., prolonged illness or death), the Board shall elect a Presidential Search Committee of five or more Board members, along with two alternates, and may include no more than four non-Board members as non-voting members to that committee. The Committee, whose mission is to search for and select the best possible choices for a new president, shall meet at the same meeting at which it is created to elect its chair who must be a voting Board member, regardless of whether nonmember appointments have been made. All Committee meetings shall be held in conformity with the provisions of the Freedom of Information Act and its exceptions.

(a) University Needs. The Presidential Search Committee shall consult with the Rector, the President, other members of the Board of Visitors, the faculty, the alumni and students, and the community about the needs of the University. The Board may secure the services of a search firm or consultant to assist in the search and selection. The Board may also immediately commission the conduct of an institutional review by a reputable agency or consultant.

(b) Practices and Procedures. The Committee shall prepare a search budget and a range of compensation for the next president, both of which shall be approved by the Board early in the search process. The Board shall be kept informed of the Committee's progress and expenses incurred and anticipated at regular Board and Executive Committee meetings by the committee chair. The search committee shall consider external and internal candidates equally, based on the depth of their experience and the needs of the University. The Committee's duties shall be completed when it recommends the requisite number of candidates previously specified by the Board to the Board for consideration, unless the Board requests that other candidates be brought forth or the search be continued. Approval of a candidate requires the affirmative vote of at least nine voting members of the Board.

(c) Committee Vacancies. In the event a member of the Presidential Search Committee cannot serve, he/she shall resign from the Committee immediately and the Rector shall promptly appoint a previously elected alternate as a replacement. Should circumstances require additional alternates, they shall be elected by the Board at the next regular Board or Executive Committee meeting or, if necessary, at a special meeting convened for that purpose.

(d) Unexpected Vacancy in the President's Position. In case of an unplanned vacancy in the position of the President, the Board shall expeditiously designate an Acting

President to serve until a President shall be appointed by the Board and installed in the office. The Board shall hold an emergency meeting and proceed with the preceding provisions of this section of the Bylaws. The Presidential Selection Committee shall be tasked to select expeditiously the best possible choice for the Acting President following the procedures outlined in this section of the Bylaws. In the interim, the terms of University Policy #1010 (the University Succession Policy) shall determine who shall exercise executive authority for the University.

§ 4.05. Special Committees. Special or *ad hoc* committees may be created at any time either by action of the Board of Visitors, or by written direction of the Rector with the approval of the Board. Special committees shall consist of no fewer than three members appointed by the Rector who shall appoint the chair, and fill vacancies in consultation with the Chair. The Rector shall also have the power to change the membership of special committees at any time with the concurrence of the chair and the Board, unless it is the chair who is to be removed. In making initial or subsequent assignments of individuals to special committees, the Rector shall take volunteers into account. Special committees shall have a life specified by the Board at the time of constitution, shall be subject to annual reviews, and may be renewed for a specified period by action of the Board. At the time the special committee is created, its mission shall be specifically established and articulated either by action of the Board or by written direction of the Rector with approval of the Board. The resolution of the Board or the direction of the Rector shall specify the time the special committee is to make its report to the Board.

§ 4.06. Subcommittees. Committees may appoint subcommittees of not less than three voting Board members from within their memberships to consider such specific business as required, subject to Board approval of such subcommittee's creation.

§ 4.07. Appointment of Non-Board Advisors to Committees. Non-Board members cannot be appointed to Board of Visitors committees without the Board approving each individually named proposed member. The advisors who are approved for membership shall serve under the same conditions as Board members; however, they shall serve in a non-voting, advisory capacity.

§ 4.08. Attendance. Board of Visitors members are entitled to attend all Board functions, including open and closed meetings of Board committees. Where conflicts arise due to several committees meeting simultaneously, the Board member shall give priority to the standing committee to which he/she has been assigned, unless excused by the standing committee chair and the Rector.

§ 4.09. Notice and Conduct. The chair, or vice chair acting on behalf of the chair, or a majority of the membership of the committee or subcommittee, may call meetings. Committee meetings shall be noticed in the same manner as Board meetings as set forth in § 4.04 of these Bylaws. The conduct of business of any committee or subcommittee shall be governed by the procedures set forth in these Bylaws.

§ 4.10. Removal. Standing and special committee chairs only may be removed by the Rector with prior approval of the Board, with at least nine voting members voting in the affirmative for removal. Members or advisors may be removed from Board committees on the recommendation of the committee chair and approved by a majority of committee members,

after an affirmative vote by a majority of Board members attending the meeting at which the recommendation is presented.

## ARTICLE V
## Board Officers

§ 5.01. Officers Elected from the Board. The officers to be elected from the members of the Board of Visitors shall be the Rector, Vice Rector, and Secretary. Officers must have at least one year remaining in their terms. At the annual~~first regular~~ meeting in June~~after July 1~~ of even numbered years, the Board shall elect its officers from its own body (§ 23.1-2002(C), *Code of Virginia*). Newly elected officers shall take office on July 1~~immediately following the close of the meeting at which elected~~ and shall serve for a term of two years, or until their successors have been elected. Officers must be elected by an affirmative vote of at least nine voting members of the Board. Officers may not hold the same office for more than one term. For purposes of the preceding sentence, service of a partial term of one year or less shall not be considered.

§ 5.02. Removal. At any meeting of the Board of Visitors, any elected officer may be removed, either with or without cause, by an affirmative vote of at least nine voting members of the Board of Visitors.

§ 5.03. Resignation. Any elected officer may resign at any time by giving written notice to the Board of Visitors, to the Rector, or to the Secretary. Any such resignation shall take effect at the time specified in such notice and the acceptance of such resignation shall not be necessary to make it effective.

§ 5.04. Vacancies. Vacancies in any office shall be reported to the Board as soon as possible after notice is received. The vacancy shall be filled for the unexpired term by the Board of Visitors at the meeting during which the vacancy is first created or discovered by immediately electing a Nominating Committee as outlined in § 4.03 of these Bylaws and electing an officer or officers at the current, or special, or next regular meeting to fill vacancies. The election shall require an affirmative vote of at least nine voting members of the Board. In the temporary absence of all three officers, the Board shall elect one of its voting members to preside.

§ 5.05. Rector. The Rector shall serve as the presiding officer, spokesperson, and designated representative of the Board.

(a) Duties. The Rector shall preside at all meetings of the Board and its Executive Committee. As presiding officer, the Rector has an obligation to ensure that all sides of a pending question are heard and, though not required, he/she may voluntarily step aside and have the next senior officer present preside or appoint a temporary chair, if the Rector wishes to enter into the debate. The Rector's relationship with other Board members is as an equal among equals with no authority over other Board members except as stated in *Robert's Rules of Order Newly Revised*. The Rector is the liaison between the Board and the President who works for the entire Board. The Rector shall maintain the integrity of Board procedures and facilitate a high level of interest, involvement, and activity among the Board members.

(b) Authority. The Rector has no authority to act on behalf of the Board or the University except as that authority is expressly delegated to the incumbent by these Bylaws or a majority vote of the Board prior to the initiation of such activities.

(c) Committees. The Rector shall serve as *ex-officio* member of all committees of the Board, except the Nominating and Presidential Search Committees, and appoint all standing and *ad hoc* committee members with the approval of the Board, except members to the Nominating and Presidential Search Committees.

(d) Board Meeting Agenda. The Rector shall determine, in consultation with the President, committee chairs, and other Board members, business to be brought before meetings of the Board, act as the Board's spokesperson, and perform such other duties as are incident to the presiding officer of the Board, or as may be assigned by the Board.

§ 5.06. Vice Rector. The Vice Rector shall serve as *ex-officio* member of all standing committees of the Board, except the nominating committee, and shall perform the duties of the Rector in the Rector's absence and such other special duties as are assigned by the Rector. The Vice Rector shall serve as Board parliamentarian.

§ 5.07. Secretary. The Secretary shall take or supervise the taking of minutes of the open meetings of the Board and the Executive Committee, have constructive custody of all books and records of the Board, supervise the issuance of notices of meetings of the Board and Executive Committee in advance of the meeting, have constructive custody of the Seal of the University and affix the Seal to any instrument as authorized by the Board, the Rector, the Vice Rector, or President. The Secretary shall represent the Board and preside at the meetings of the Board and its Executive Committee in the absence of the Rector and Vice Rector, and perform such other duties as are incident to the office (see Bylaws § 7.04 and Article VIII) or as may from time to time be assigned by the Board. When directed by the Board, the Secretary shall take the minutes of closed meetings and be responsible for the security of draft minutes and audio recordings of closed meetings. The Secretary shall be responsible for ensuring that all Board of Visitors' reports required by the Commonwealth are submitted in a timely manner by the Rector.

§ 5.08. Other Representatives of the Board. From time to time, the Rector may designate a member of the Board, who is not an officer, to represent the Board on special occasions or for special ceremonies. Any member so designated shall be limited in his/her actions on behalf of the Board by the express role delegated by the Board for each occasion. The Rector only shall delegate his/her role as Board spokesperson for policy and other Board matters to other Board officers.

## ARTICLE VI
## University Administrative Officers

§ 6.01. The President. The President of the University is appointed by the Board of Visitors and serves at the pleasure of the Board and may be removed only by an affirmative vote of at least nine voting Board members. The President is the chief executive and academic officer of the University and has direct charge of and is responsible to the Board for the operation of the

University. The President shall submit to the Board, in writing, an annual report on the condition of the University.

(a) Responsibilities of the President include, but are not limited to:

(1) Providing leadership in the development of the University's mission and programs;

(2) Providing leadership for the governance of the University's faculty, all other University employees, and students;

(3) Balancing the University's revenues and expenditures, managing the University's funds and other resources, assuring the financial integrity of the University, and reporting the financial condition of the University to the Board, on a regular basis.

(4) Managing and personally participating in public and private fund-raising;

(5) Managing the University's facilities;

(6) Implementing the Policies and Procedures of the Board relating to University operations.

(7) Making recommendations to the Board concerning the initial appointment of faculty, the award of tenure to faculty, and the granting of emeritus status;

(8) Making recommendations to the Board concerning the comprehensive fee to be charged to students and setting other fees including, but not limited to, fees for certain vocational, non-credit, institute and specialized courses based on the type of courses and the cost of instruction;

(9) Recommending to the Board a management structure for the University and the organization of the University's academic programs into colleges, schools, departments, divisions, and centers of instruction;

(10) Making other recommendations, as necessary, to the Board or to Board committees with regard to matters falling within the authority of the Board;

(11) Speaking on behalf of the University as its official spokesperson and representing the University as its designated representative;

(12) Presiding over official meetings and functions of the University, except Board of Visitors meetings and Board-sponsored events;

(13) Keeping the Rector informed and informing the Board of actions taken by the President on behalf of the Board and of the development of critical or controversial issues at the next regular Board meeting, or sooner via correspondence as the situation warrants;

(14) Reviewing, accepting, modifying, or rejecting recommendations of the campus governance bodies, or causing such activities to be done, with respect to any matter concerning academic policy, programs, or procedures. To present to the Board all formal recommendations on such matters, ensuring that significant dissenting positions are reported. In turn, the President formally shall inform the faculty and other governance bodies of the Board's position in those areas where their interests and well-being are affected; and

(15) Performing such other specific responsibilities as are required by the Policies and Procedures of the Board or by the laws and regulations of the Commonwealth of Virginia.

(b) As the University's designated representative, the President is delegated the general authority to act on behalf of the University and the Board of Visitors, except in the selection and contracting of a new president. The President or designee shall report to the Administration and Finance Committee, any budget changes of $250,000 or more.

(c) The authority of the President to act on behalf of the University and the Board includes, but is not limited to, the authority:

(1) To appoint and to reappoint all faculty and fix their salaries, subject to Board ratification;

(2) To approve promotions in rank of faculty and to designate faculty to the honors of eminent professor or university professor;

(3) To take final actions on behalf of the University in all other personnel matters concerning the University employees, except that the President shall not have the authority to make final decisions on faculty requests for Board review of negative tenure decisions or to make final decisions on severe faculty sanctions as set forth in the Board Policies and Procedures;

(4) To recommend to the Board for approval the awarding of degrees and certificates to candidates who have completed all degree requirements and are recommended by the faculty of the

appropriate college, school, or division, and the authority to confer such degrees and certificates.

(5) To approve the use of University facilities;

(6) To approve the use of the University's name and visual identification;

(7) To execute contracts, leases and other legal instruments;

(8) To execute documents necessary to purchase, sell or otherwise convey interests in real property, subsequent to Board approval;

(9) To accept gifts;

(10) To write off uncollectible debts and to settle claims;

(11) To make final decisions on student disciplinary matters;

(12) To recommend to the Board for approval the comprehensive fee and to set other fees for certain vocational, non-credit, institute and specialized courses based on the type of courses and the cost of instruction; and

(13) To exercise such other authority as is provided by the Policies and Procedures of the Board or by the statutes and regulations of the Commonwealth of Virginia.

(d) The President may designate another University officer or employee to exercise, in whole or in part, the authority provided to the President herein, provided that the President shall be responsible to the Board for the actions of his/her designee.

(e) The authority of the President, as provided herein, shall be exercised in accordance with all applicable federal and state laws and regulations and in accordance with the bylaws, policies, procedures, and specific instructions of the Board.

(f) Evaluation of the President. The Board is responsible for oversight of the President's performance (§ 1.01(a) of these Bylaws). At the annual meeting of the Board, the President, in open or closed session, as appropriate, shall submit his/her annual report on objectives, specific and general, developed by the President and the Rector and agreed to by the Board for the past year. The Board shall subsequently evaluate the President's performance for the past year. Objectives for each ensuing year shall also be presented at the annual meeting of the Board for approval. At least every three years or at any time deemed desirable by the Board, the President shall be evaluated more formally.

§ 6.02. Vice Presidents and Deans

(a) Appointment. Vice Presidents and Deans of the University shall be appointed by the Board of Visitors on the recommendation of the President in all cases and additionally by the Provost and Vice President for Academic Affairs for Deans and shall serve at the pleasure of the President.

(b) Powers and Duties. Vice Presidents shall be responsible to the President and report to the President or the President's designee. The Vice Presidents shall be responsible for the coordination, supervision and direction of those activities assigned by the President or the President's designee. Deans, as chief administrative officers of their respective colleges, are responsible to the Provost and Vice President for Academic Affairs for the operation and development of their college.

§ 6.03. Other University Officers. The University shall have such administrative officers as are appointed by the President with the approval of the Board. Such other administrative officers shall have duties and responsibilities as assigned to them by the President, and shall serve at the pleasure of the President.

## ARTICLE VII
## Staff Personnel Supporting the Board

§ 7.01. University Auditor. The University Auditor is appointed by the Board of Visitors and is the internal auditor for the University. The University Auditor is functionally accountable and reports to the Board, but is a University employee reporting administratively to the President. The incumbent serves as an independent appraiser within the University for the review of University operations as a service to the Board and the President. The University Auditor shall report to the Board through the Audit and Administration and Finance Committees, as directed by the Board, and shall perform such specific duties and responsibilities incident to the office as are assigned by the Board or the President. The Board shall delegate to the President or his designee the responsibility to hire, annually evaluate, recommend compensation increases, and dismiss the person serving in this position, based on recommendations of the Audit Committee. The authorization of positions in the Office of the University Auditor shall be reviewed and recommended to the Board for approval via the Audit Committee.

(a) Removal. Any recommendation by the University Administration to terminate the incumbent must be approved by the Board of Visitors. The University Auditor may be removed only by assent of at least nine voting Board members.

(b) Resignation. A resignation by the University Auditor must be submitted to the President, the chair of the Audit Committee, and the Rector. Board members shall be notified immediately by the Rector or his/her designated representative.

(c) Vacancy. When there is a vacancy in this position, the Rector shall appoint a special committee from the Audit Committee, with the chair's concurrence, to seek and recommend a person to fill the vacancy. The committee shall consist of no fewer than five

members, at least three of whom must be voting members of the Board. Procedures to be followed for an executive search shall be similar to those contained in § 4.04 of these Bylaws. The President may be involved in the process and an external audit of the Office of the University Auditor shall replace the institutional review if deemed necessary. Approval of a candidate requires the vote of at least nine voting members of the Board.

§ 7.02. Legal Representation. The University's legal counsel is appointed by the Attorney General and provides all legal services as set forth in § 2.2-507., *Code of Virginia*.

§ 7.03. Executive Secretary to the Board. The Executive Secretary to the Board is a university employee who shall be appointed by the President and serves at the pleasure of the Board. The Executive Secretary to the Board manages the Office of the Board of Visitors, provides staff support to the Board and its Secretary, maintains the Board of Visitors Manual and the official records of the Board, has actual custody of the Seal of the University and may affix the Seal to any instrument as authorized by the Board, the Rector, the Vice Rector, or President with approval of the Board Secretary, ensures that the content of official regulations of the University contained in its publications corresponds with the content of Board established policies and procedures, manages funds allocated to the Office of the Board of Visitors, and shall submit the Board's budgetary needs as part of the University's annual budgeting process. In conjunction with the Office of University Advancement maintains contact with Visitors Emeriti as set forth in § 2.03 of these Bylaws, issues notices of meetings of the Board, Executive Committee, and other special committees in advance of each meeting, and performs such other duties and responsibilities incident to the Office of the Board of Visitors as may be assigned by the Board and the President or his/her designee relating to the incumbent's other duties in the University, if any. The President shall annually evaluate this individual in accordance with University policy, and may dismiss the person serving in this position, with the advice and counsel of the Board.

(a) Removal. Any decision by the University Administration to terminate the incumbent must be approved by the Board of Visitors. The Executive Secretary to the Board may be removed only by assent of at least nine voting Board members.

(b) Resignation. A resignation by the Executive Secretary to the Board must be submitted to the President and the Rector. Board members shall be notified immediately by the Rector or the President.

(c) Vacancy. When there is a vacancy in this position, the Rector shall request the President to fill the vacancy. The Board will be represented on the selection committee.

## ARTICLE VIII
## Board Policies and Procedures

§ 8.01. Definition. Actions by the Board of Visitors establishing policies or procedures shall be known as Board Policies and Procedures. Heretofore, Board Policies and Procedures have been styled "Rules and Regulations." All Rules and Regulations of the Board in existence on the date of

the adoption of these Bylaws shall be considered as part of the Board Policies and Procedures and shall be referred to as such.

§ 8.02. Adoption. Board Policies and Procedures may be adopted, amended, modified or repealed, in whole or in part, at any meeting of the Board by an affirmative vote of at least nine of the voting members of the Board provided that notice of the proposed change has been given at least 15 calendar days prior to the meeting. Board Policies and Procedures shall be posted to the Board of Visitors website and indexed so that Board members can find and use them expeditiously.

§ 8.03. Effective Date. Board Policies and Procedures shall be effective on adoption by the Board, or the Executive Committee when the Board is not in session, unless a different date is fixed by the Board.

§ 8.04. Publication of Policies and Procedures. The Board Secretary, assisted by the Executive Secretary to the Board, shall supervise the maintenance of all Policies and Procedures and may direct the publication of all or any part of same from time to time.

## ARTICLE IX
## Miscellaneous Provisions

§ 9.01. Suspension of Bylaws. Except as set forth in this section, sections of these Bylaws or any portion thereof may be temporarily suspended at any meeting of the Board by a three-fourths majority affirmative vote of all voting members present provided that no section shall be suspended unless at least nine members vote affirmatively therefore. Articles I and II of these Bylaws and other portions pertaining to the *Code of Virginia*, as referenced in the text, shall not be subject to suspension by the Board under any circumstances.

§. 9.02. Institutional Review. The Board may periodically commission an institutional review. This review may also serve as the evaluation of the president as set forth in §701(f) of these Bylaws to preclude unnecessary duplication.

§ 9.03. Board Evaluation. The Board should conduct a self-evaluation annually at a Board retreat. The Board should occasionally have a formal evaluation of its processes and procedures which could be conducted by an external evaluator at the discretion of the Executive Committee. In these endeavors, the candid opinions regarding the Board should be sought in an appropriate fashion from the University President, University Staff, Faculty, and Students along with the public at large.

§ 9.04. Board of Visitors Budget. The Office of the Board of Visitors shall be allocated funds in the annual University budget adopted by the Board. The Vice Rector, in conjunction with the Executive Secretary to the Board, shall be responsible for formulating the Board of Visitors Base Budget for the coming year (see Bylaws § 5.06 and § 7.04) predicated on guidance developed by the Rector grounded on past spending patterns and anticipated needs. The Board of Visitors Budget shall be developed during the University's budget formulation process and shall be presented by the Vice Rector to the Board at the Spring regular meeting for approval.

## ARTICLE X
## Amendments and Procedural Irregularities

§ 10.01. Procedure. The Bylaws may be amended at any regular or special meeting of the Board by a vote of at least 12 voting members of the Board of Visitors provided that notice of the proposed amendment has been given at least 45 calendar days prior to the meeting.

§ 10.02. Legislative Amendments. In the event any portion of the legislation pertaining to Old Dominion University is amended by Acts of the General Assembly in a manner in conflict with these Bylaws, the laws of the Commonwealth shall control and these Bylaws will be amended thereby. Those portions of the Bylaws which are not affected by such legislation shall remain in full force and effect until and unless otherwise amended or repealed. Annual legislative amendments to the *Code of Virginia* may be initiated by the Board and the President; however, the Board must pass by a majority vote on all amendments, including annual budget amendments, to be submitted to the General Assembly on behalf of Old Dominion University.

§ 10.03. State Budget Requests. The Board shall participate in the formulation of the biennium budget request process. The Board or the Executive Committee must approve operating and capital requests by a majority vote. The Board shall review planning and financial feasibility studies for capital projects and approve them by a majority vote of voting members of the Board or the Executive Committee prior to submission to appropriate state agencies.

§ 10.04. Ratification of *Ultra Vires* Act. Any action taken in violation of these Bylaws is taken without authority. For such action to be legally binding, it must be ratified by an affirmative vote of at least nine voting members of the Board.

§ 10.05. Adoption, Effective Date and Repealer. These Bylaws are hereby adopted and shall be effective as of the 24th day of September, 2015. All former Bylaws of the Board of Visitors are hereby repealed.

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Upon a motion made by Mr. Henry and seconded by Mr. Hill, the following resolution to amend the action taken at the April 26, 2018 Board of Visitors meeting to elect a nominating committee was unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Jones, Kemper, Kirk, Mugler, Scassera, Slaughter, Smith, Tata).*

## RATIFICATION OF ACTION TAKEN AT APRIL 26, 2018 BOARD OF VISITORS MEETING TO ELECT A NOMINATING COMMITTEE

RESOLVED, that the Board of Visitors ratify the following action taken at the meeting of the Board on April 26, 2018 to elect a nominating committee:

> Upon a motion made by Ms. Kirk and duly seconded, Mr. Mugler was unanimously approved as a member. Upon a motion made by Mr. Henry and duly seconded, Mr. Bennett was unanimously approved as a member. Upon a motion made by Ms. Smith and duly seconded, Ms. Allmond was unanimously approved as a member. Upon a motion

made by Ms. Kirk and duly seconded, Mr. Henry and Ms. Scassera were unanimously approved as alternates.

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**PRESIDENT'S REPORT**

In his report to the Board, President Broderick provided information about The Guardians Initiative on public confidence in higher education. A number of recent reports – some partisan sources, others from well-regarded independent surveyors such as the Pew and Gallup organizations – suggest that public trust in colleges and universities has declined. Since the 1600s, when the first colleges were established in what would become the United States, the performance of higher education institutions has been controversial. Surveys on the perception of higher education in the 21st Century appear to reflect the continuation of historical debates over the purpose and proper role of higher education rather than an unprecedented era of distrust.

A 2017 Gallup study ranks higher education 4th in terms of public confidence with less than 50% of respondents indicating that they had a lot of confidence in higher education. Some of the reasons given were that it was too expensive and liberal, too focused on sports, students aren't allowed to think for themselves, students are not properly educated or that education is no longer relevant, and institutions are not well run. Sixty-one percent of Americans believe that education beyond high school is available to everyone who needs it, but only 21% believe all can afford it. Nearly seven of every 10 respondents agree that many otherwise qualified students have no opportunity to attend college.

Board members may wish to emphasize the link between government funding and access for first-generation and low- and middle-income students, and highlight programs at their institutions that enroll and support these students. Board members should also communicate efforts colleges are making to ensure that graduates have the skills they need to succeed in today's economy and receive more help with job opportunities. Nearly three-quarters of employers feel that requiring students to complete a significant applied learning project in college would improve the quality of graduates' preparation for work and that graduates may be more engaged employees if they have an internship or job that allows them to apply what they were learning in the classroom. We can, as an institution and a Board, reassure our constituents that almost 93% of Old Dominion University students are employed within six months of graduation.

President Broderick also provided an update on key initiatives. The Online Virginia Network board will meet on July 10 at George Mason University. Brian Payne has done a remarkable job of positioning the University's cybersecurity program to attract students in a high demand field. A master's degree in Cybersecurity was approved by SCHEV, three lecturers were hired to teach online courses this spring, a new general education course on Cybersecurity, Technology and Society was created, a video was created to teach incoming students about cybersecurity, and the University is partnering with Sentara to develop cybersecurity solutions for healthcare. Renovation is well underway to convert 9,000 square-feet in the Virginia Beach Center to the home of the School of Nursing by the beginning of the fall semester. $110M has been raised to

date with key gifts from The Landmark Foundation, Patricia and Douglas Perry Foundation, Marsha Hudgins and Conrad Hall.

Dr. Alvin Holder, associate professor in Chemistry and Biochemistry, and his colleagues were awarded an NIH Maximizing Access to Research Centers (MARC) award of $1.3M to help under-represented undergraduate students move into graduate research career paths in biomedicine. A University-record eight athletic teams recorded a perfect single0year APR score of 1000. Student Engagement and Enrollment Services will host a Social Mobility Symposium on June 18 and 19 attracting renowned experts and national media.

The President suggested a new reporting structure for the Board standing committees to coincide with the administrative structure of the University. A periodic review of Title IX will be added to the Audit Committee and it will be renamed the Audit and Compliance Committee. Public safety reporting will move from the Student Enhancement and Engagement Committee to the Administration and Finance Committee. The Student Enhancement and Engagement Committee will receive reports on strategic communication and marketing and governmental relations, and the new athletics will report to the new Athletics Committee.

At the conclusion of his report, President Broderick congratulated Lisa Smith, Carlton Bennett, Pam Kirk and Jay Harris on their reappointment to the Board and said that he has had an opportunity to speak with Unwanna Dabney, whose term on the Board will begin on July 1. He expressed his appreciation to Carlton Bennett for his leadership as Rector and noted how much he enjoyed working with him over the past two years.

## REPORTS OF STANDING COMMITTEES

### AUDIT COMMITTEE

The Rector called on Mr. Mugler for the report of the Audit Committee. Mr. Mugler reported that Ms. LaToya Jordan, Director, and Ms. Holly Stout, Audit Manager, from the Auditor of Public Accounts, reported on the University's audit for the year ended June 30, 2017. The University's Financial Statements are presented fairly in all material aspects, one internal control finding requires management's attention, and one instance of non-compliance was required to be reported under Governing Auditing Standards related to improving the enrollment reporting process.

Amanda Skaggs, the University's Chief Audit Executive, provided an update on internal audits currently in progress, including General Accounting, Procurement Services, Card Center Information Technology, Office of the University Registrar, College of Health Sciences, Department of Human Resources, Transportation and Parking Services, and special projects/consulting engagements.

The Committee received the results of the annual risk assessment, the status of the current 2018 audit plan, and the proposed 2019 audit plan. Upon a motion duly made and seconded, the Committee approved the modifications of the 2018 audit plan and the proposed 2019 Audit Plan as recommended by the administration.

Ms. Skaggs reported on the results of the audit of the College of Education and the status of open audit issues.

## ATHLETICS COMMITTEE

The Rector called on Ms. Kemper for the report of the Athletics Committee. Ms. Kemper reported that Wood Selig, Director of Athletics; Randale Richmond, Sr. Associate Athletic Director, Compliance and Student-Athlete Welfare; and Ragean Hill, Associate Athletic Director, Senior Woman Administrator, Student-Athletic Services gave an overview of student-athlete welfare, including academic support, an academic review, and career development efforts.

The Committee was introduced to Josh Mariner, former ODU football student-athlete, who graduated in May 2018 with a Master's degree in Public Administration.

Jena Virga, Sr. Associate Athletic Director for Athletic Development, and Drew Turner, Associate Athletic Director for Development, reviewed the new tax bill and its impact on Athletics and the Old Dominion Athletic Foundation's plan and strategy with membership benefits going forward.

Mr. Richmond and Dr. Selig discussed the findings from the Commission on College Basketball Report and its impact on Division I Men's Basketball, noting that the Committee was chaired by Condoleezza Rice and did not involve participation by the NCAA.

Dr. Selig presented a timeline for Women's Volleyball, which is scheduled to begin at ODU in 2020, and presented the 2017-2018 athletic highlights.

## ACADEMIC & RESEARCH ADVANCEMENT COMMITTEE

The Rector called on Mr. Henry for the report of the Academic & Research Advancement Committee. Mr. Henry reported that the Committee met in closed session to discuss the initial appointment of four faculty members with tenure and an update from the last meeting on the application for tenure with no decision.

Following closed session, committee members approved by unanimous vote the initial appointment with tenure of four faculty members. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Jones, Kemper, Kirk, Mugler, Scassera, Slaughter, Smith, Tata).*

## 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. Doris U. Bolliger as Associate Professor of STEM Education and Professional Studies with the award of tenure in the Department of STEM Education and Professional Studies in the Darden College of Education, effective July 25, 2018.

Salary: $88,000 for 10 months
Rank: Associate Professor of STEM Education and Professional Studies

The following contains my recommendation for the initial appointment with tenure of Dr. Doris U. Bolliger as associate professor in the Department of STEM Education and Professional Studies in the Darden College of Education. Dr. Bolliger received a B.S. (1991) in Management from Park University, Parkville, Missouri, an M.A. (1995) in Administrative Management from Bowie State University, Bowie, Maryland, and a Ph.D. (2002) in Education from the University of West Florida, Fort Walton Beach, Florida. Dr. Bolliger served as an assistant professor (2002-2005) and associate professor (2005-2006) at St. Cloud State University, St. Cloud, Minnesota. In 2006, she joined the University of Wyoming as an assistant professor (2006-2012) and was promoted to the rank of associate professor (2012-present).

The ODU *Faculty Handbook* states, "The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission." [*Faculty Handbook*, p. 46]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the "request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean." The policy also says, "Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position." [*Faculty Handbook*, p. 23].

Recommendations in support of tenure at the rank of full professor for Dr. Doris Bolliger were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. The Promotion and Tenure Committee for the Department of STEM Education and Professional Studies (4-0), the Promotion and Tenure Committee for the Darden College of Education (6-0), and the University Promotion and Tenure Committee (6-0) unanimously recommend this appointment. The chair and dean recommend appointment. Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Bolliger meets the standards for tenure at the rank of associate professor in the Department of STEM Education and Professional Studies at Old Dominion University.

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## INITIAL APPOINTMENT OF FACULTY MEMBER WITH TENURE

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Samuel Brown as Professor of Public Service with the award of tenure in the School of Public Service in the Strome College of Business, effective July 25, 2018.

Salary: $169,000 for 10 months
Rank: Professor of Public Service (salary includes $4,000 for serving as Chair of the School of Public Service)

The following contains my recommendation for the initial appointment with tenure of Dr. Samuel L. Brown as full professor in the School of Public Service in the Strome College of Business. Dr. Brown received a Bachelor's Degree in Economics from Towson State University, Towson, Maryland, a Master's Degree in Business Administration from the University of Baltimore, Baltimore, Maryland, and a Ph.D. in Public Policy from the University of Maryland, Baltimore, Maryland. Dr. Brown served as an assistant professor at the University of Kentucky (1999-2002) before joining the University of Nebraska at Omaha where he served as an assistant professor (2002-2005) and tenured associate professor (2005-2007). In 2007, he joined the University of Baltimore as a tenured associate professor and he was promoted to the rank of full professor at the same institution. In 2016, he joined Wichita State University as Director of the Hugo Wall School of Public Service at the rank of full professor.

The ODU *Faculty Handbook* states, "The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission." [*Faculty Handbook*, p. 46]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the "request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean." The policy also says, "Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position." [*Faculty Handbook*, p. 23].

Recommendations in support of tenure at the rank of full professor for Dr. Samuel L. Brown were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. The Promotion and Tenure Committee for the School of Public Service (4-0), the Promotion and Tenure Committee for the Strome College of Business (6-1), and the University Promotion and Tenure Committee (6-0) unanimously recommend this appointment. The chair and dean recommend appointment. Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Brown meets the standards for tenure at the rank of full professor in the School of Public Service at Old Dominion University.

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## INITIAL APPOINTMENT OF FACULTY MEMBER WITH TENURE

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Katherine Hawkins as Vice Provost for Faculty Affairs and Strategic Initiatives and Professor of Communication and Theatre Arts with the award of tenure in the Department of Communication and Theatre Arts in the College of Arts and Letters, effective June 25, 2018.

Salary: $190,000 for 10 months
Rank: Vice Provost for Faculty Affairs and Strategic Initiatives and Professor of Communication and Theatre Arts

The following contains my recommendation for the initial appointment with tenure of Dr. Katherine Hawkins as full professor in the Department of Communication and Theatre Arts in the College of Arts and Letters. Dr. Hawkins received a B.S. (1980) in Psychology and Sociology from the University of Virginia, an M.A. (1982) in Speech Communication and Ph.D. (1986) in Speech Communication from the University of Texas at Austin. Dr. Hawkins served as an assistant professor (1986-1992) and associate professor (1992-1994) at Texas Tech University, an associate professor (1994-2000) and full professor (2000-2003) at Wichita State University, full professor (2003-2011) at Clemson University, and full professor (2011-present) at Radford University.

The ODU *Faculty Handbook* states, "The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission." [*Faculty Handbook*, p. 46]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the "request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean." The policy also says, "Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position." [*Faculty Handbook*, p. 23].

Recommendations in support of tenure at the rank of full professor for Dr. Katherine Hawkins were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. The Promotion and Tenure Committee for the Department of Communication and Theatre Arts, the Promotion and Tenure Committee for the College of Arts and Letters (6-0-2), and the University Promotion and Tenure Committee (6-0) unanimously recommend this appointment. The chair and dean recommend appointment. Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Hawkins meets the standards for tenure at the rank of full professor in the Department of Communication and Theatre Arts at Old Dominion University.

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## INITIAL APPOINTMENT OF FACULTY MEMBER WITH TENURE

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the appointment of Dr. Stuart Henderson as Professor of Physics with the award of tenure in the Department of Physics in the College of Sciences, effective July 25, 2018.

Salary: Paid in full by Jefferson Lab
Rank: Professor of Physics

The following contains my recommendation for the initial appointment with tenure of Dr. Stuart Henderson as full professor in the Department of Physics in the College of Sciences. Dr. Henderson is the new director of Jefferson Lab. As the new director, he is eligible to be one of the up to five members of the top leadership at Jefferson Lab to receive appointment in a Virginia university with a Governor's Distinguished CEBAF Professorship (GDCP). Dr. Henderson requested that his appointment be held at Old Dominion University. It will be an honor for Old Dominion University to appoint Dr. Henderson as it would be the first time such a prestigious appointment has occurred at ODU. He received a B.S. (1985) in Chemistry with a minor is physics and math from Vanderbilt University and a Ph.D. (1991) in Physics from Yale University. Dr. Henderson served as director (2006-2010) of the Research Accelerator Division at the Spallation Neutron Source, Oak Ridge National Laboratory, Oak Ridge, Tennessee. He also worked as associate laboratory director for accelerators (2010-2014) at the Fermi National Accelerator Laboratory, Batavia, Illinois. In 2014, he became director of the Advanced Photon Source Upgrade Project at the Argonne National Laboratory, Lemont, Illinois.

The ODU *Faculty Handbook* states, "The main purposes of tenure are to recognize the performance of faculty members who have given years of dedicated service to the university, to protect academic freedom, and to enable the university to retain a permanent faculty of distinction in order to accomplish its mission." [*Faculty Handbook*, p. 46]. The *Faculty Handbook* policy on Initial Appointment of Teaching and Research Faculty provides for an initial appointment with tenure provided that the "request for an initial appointment with tenure must first be initiated by the chair, voted on by the departmental tenure committee, and approved in writing by the Dean." The policy also says, "Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position." [*Faculty Handbook*, p. 23].

Recommendations in support of tenure at the rank of full professor for Dr. Stuart Henderson were received from the departmental, college, and university promotion and tenure committees, as well as from the department chair and the college dean. The Promotion and Tenure Committee for the Department of Physics (13-0-2), the Promotion and Tenure Committee for the College of Sciences (7-0), and the University Promotion and Tenure Committee (6-0) unanimously recommend this appointment. The chair and dean recommend appointment. Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Henderson meets the standards for tenure at the rank of full professor in the Department of Physics at Old Dominion University.

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Committee members approved the resolutions on 32 faculty appointments, nine administrative appointments, and five emeritus/emerita appointments. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by the following members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Jones, Kemper, Kirk, Mugler, Scassera, Slaughter, Smith, Tata).*

## FACULTY APPOINTMENTS

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

| Name and Rank | Salary | Date | Term |
|---|---|---|---|
| Mr. Matthew C. Beale<br>Lecturer of English | $44,000 | 7/25/18 | 10 mos |

Mr. Beale received an M.A. and a B.A. in English and a B.A. in Communication Studies from Virginia Tech and is expected to receive a Ph.D. in English from Old Dominion University. Previously he was Assistant to the English Department Webmaster and Affiliate Faculty at Old Dominion University.

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|---|---|---|---|
| Dr. James Bellamy<br>Associate Professor of Community and Environmental Health | $95,000 | 7/25/18 | 10 mos |

Dr. Bellamy received a Ph.D. in Health Systems Research and a Masters of Public Health and a B.S. in Nuclear Medicine Technology from the University of Arkansas for Medical Sciences. Previously he was Associate Professor and the Program Director for the Nuclear Medicine Advanced Associate at the University of Arkansas for Medical Sciences. (Salary includes $5,000 for serving as the Program Director for the Bachelor of Science in Health Sciences.)

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|---|---|---|---|
| Dr. Kathryn C. Bennett<br>Instructor of English | $42,000 | 7/25/18 | 10 mos |

Dr. Bennett received a Ph.D. in American Studies from the College of William and Mary, an M.A in English from Boston College and a B.A. in English from Montana State University. Previously she was an Adjunct Instructor in the Department of English at Old Dominion University.

| | | | |
|---|---|---|---|
| Dr. Federica Bono<br>Lecturer of Political Science and Geography | $47,000 | 7/25/18 | 10 mos |

Dr. Bono received a Ph.D. in Geography, an M.Sc. in Geography, and a B.Sc. in Geography from KU Leuven, Belgium and an M.Sc. in Urban and Regional Planning from the University of Birmingham, UK. Previously she was a Research Fellow at KU Leuven, Belgium and a Visiting Scholar at Christopher Newport University.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Dr. Andrew J. Collins | $84,000 | 7/25/18 | 10 mos |

Assistant Professor of Engineering Management and Systems Engineering (Tenure Track)

Dr. Collins received a Ph.D. and an M.Sc. in Operations Research from the University of Southampton and a B.A. in Mathematical Science from the University of Oxford. Previously he was a Research Assistant Professor at Old Dominion University, Virginia Modeling, Analysis and Simulation Center.

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|---|---|---|---|
| Dr. Brett Cook-Snell | $50,000 | 7/25/18 | 10 mos |

Lecturer of STEM Education and Professional Studies

Dr. Cook-Snell received a Ph.D. in Education/Instructional Design and Technology from Old Dominion University and a Master of Education and a Bachelor of Arts from Regent University. Previously he was a Lecturer in the Department of STEM Education and Professional Studies at Old Dominion University.

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|---|---|---|---|
| Dr. Matthew DiLorenzo | $56,000 | 7/25/18 | 10 mos |

Assistant Professor of Political Science and Geography (Tenure Track)

Dr. DiLorenzo received a Ph.D. in Political Science from Vanderbilt University, an M.A. in Political Science from the University of New Hampshire and a B.S. in Political Science from Salem State University. Previously he was an Adjunct Lecturer of Government and a Research Analyst, AidData at the College of William and Mary.

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|---|---|---|---|
| Dr. Hamid Eisazadeh | $75,000 | 7/25/18 | 10 mos |

Assistant Professor of Engineering Technology (Tenure Track)

Dr. Eisazadeh received a Ph.D. from the Department of Mechanical and Aeronautical Engineering at Clarkson University, an M.S. from the Department of Manufacturing Engineering, Tehran University and a B.S. from the Department of Manufacturing Engineering, Mazandaran University. Previously he was an Assistant Professor of Mechanical Engineering Technology at County College of Morris.

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|---|---|---|---|
| Dr. Hadiza Galadima | $92,000 | 7/25/18 | 10 mos |

Assistant Professor of Community and Environmental Health (Tenure Track)

Dr. Galadima received a Ph.D. in Biostatistics from Virginia Commonwealth University and a B.S. in Statistics from St. Cloud State University. Previously she was Assistant Professor of Biostatistics in the Center for Health Analytics and Discovery at Eastern Virginia Medical School.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Dr. Veleka S. Gatling<br>Lecturer of Educational Foundations and Leadership | $58,000 | 7/25/18 | 10 mos |

Dr. Gatling received a Ph.D. from Virginia Tech, an M.S. from Old Dominion University and a B.A. from James Madison University. Previously she was Executive Director of Differentiated Academic Programs and Professional Learning at Virginia Beach Public Schools.

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|---|---|---|---|
| Dr. Mohamed Haouari<br>Visiting Professor of Engineering Management and Systems Engineering | $100,947 | 7/25/18 | 10 mos |

Dr. Haouari received a Doctorate and an M.Sc. in Industrial Engineering from Ecole Centrale de Paris. Previously he was a Professor in the Department of Mechanical and Industrial Engineering at Qatar University.

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|---|---|---|---|
| Dr. Jessica Huffman<br>Lecturer of Sociology and Criminal Justice | $50,000 | 7/25/18 | 10 mos |

Dr. Huffman received a Ph.D. in Criminology and Criminal Justice, an M.A. in Applied Sociology and a B.S. in Criminal Justice from Old Dominion University. Previously she was Chief Departmental Advisor and Lecturer in the Department of Sociology and Criminal Justice at Old Dominion University.

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|---|---|---|---|
| Dr. Sherif S. Ishak<br>Professor of Civil and Environmental Engineering | $168,000 | 7/25/18 | 12 mos |

Dr. Ishak received a Ph.D. and an M.S. in Civil Engineering (Transportation) from the University of Central Florida and a B.S. in Civil Engineering from Cairo University, Egypt. Previously he was Professor and Department Chair in the Department of Civil and Environmental Engineering at the University of Alabama in Huntsville. He was also Lloyd Guillory Professor in Civil and Environmental Engineering and Associate Dean for Academic Programs at Louisiana State University. (Designated as Chair of the Department of Civil and Environmental Engineering)

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|---|---|---|---|
| Dr. Ukwatta K. S. Jayarathna<br>Assistant Professor of Computer Science (Tenure Track) | $95,000 | 7/25/18 | 10 mos |

Dr. Jayarathna received a Ph.D. in Computer Science from Texas A&M University, an M.S. in Computer Science from Texas State University and a B.S. in Computer Science from University of Peradeniya, Sri Lanka. Previously he was an Assistant Professor in the Department of Computer Science at California State Polytechnic University.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Dr. Saltuk B. Karahan<br>Lecturer of Political Science and Geography | $56,000 | 5/25/18 | 12 mos |

Dr. Karahan received a Ph.D. in International Studies from Old Dominion University, a Master of Arts in Security Studies from Army War College, Turkey, a Master of Science in Modeling, Virtual Environments and Simulation from Naval Postgraduate School and a Bachelor of Science in Systems Engineering from Turkish Military Academy, Turkey. Previously he was a Visiting Scholar at the Virginia Modeling, Analysis and Simulation Center at Old Dominion University. (Designated as Cybersecurity Program Coordinator) (new position)

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|---|---|---|---|
| Mr. Charles E. Kirkpatrick<br>Lecturer of Information Technology and Decision Sciences | $62,000 | 7/25/18 | 10 mos |

Mr. Kirkpatrick received an M.S. in Management of Information Technology from the University of Virginia and a B.S. from East Tennessee State University. Previously he was an Adjunct Instructor in the Strome College of Business at Old Dominion University and a Visiting Scholar in the McIntire School of Commerce at the University of Virginia. (new position)

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|---|---|---|---|
| Dr. Rohan Maddamsetti<br>Visiting Assistant Professor of Biological Sciences | $60,000 | 7/25/18 | 10 mos |

Dr. Maddamsetti received a Ph.D. from the Department of Integrative Biology at Michigan State University and an Sc.B in Computational Biology from Brown University. Previously he was a Postdoctoral Research Fellow in the Department of Systems Biology at Harvard Medical School.

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| Ms. Meredith E. Magoun<br>Lecturer of Communication and Theatre Arts | $45,000 | 7/25/18 | 10 mos |

Ms. Magoun received an M.F.A. in Costume Design from Carnegie Mellon University and a B.A. in Theater from Smith College. Previously she was a Lecturer in Costume Design/Technology at Central Washington University.

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|---|---|---|---|
| Mr. Kole A. Matheson<br>Instructor of English | $42,000 | 7/25/18 | 10 mos |

Mr. Matheson received an M.A. in Applied Linguistics and a B.A. in English from Old Dominion University. Previously he was an Instructor in the Department of English at Old Dominion University.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Mr. James Morrow<br>Assistant Professor of Communication and Theatre Arts (Tenure Track) | $57,000 | 7/25/18 | 10 mos |

Mr. Morrow received an M.F.A. in Dance from Hollins University and a Bachelor of Arts from Northeastern Illinois University. Previously he was an Assistant Professor of Dance at Salem State University.

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|---|---|---|---|
| Ms. Kelly Morse<br>Lecturer of English | $44,000 | 7/25/18 | 10 mos |

Ms. Morse received an M.F.A. in Creative Writing-Poetry from Boston University and a B.A. in Spanish Literature from Boise State University. Previously she was a Lecturer in the Department of English at Old Dominion University.

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|---|---|---|---|
| Ms. Sara E. Riggs<br>Lecturer of Finance | $62,000 | 7/25/18 | 10 mos |

Ms. Riggs received an M.B.A. from Old Dominion University and a B.S. in Management from the University of Delaware. Previously she was an Adjunct Instructor in International Business at Old Dominion University.

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|---|---|---|---|
| Dr. Young Shim<br>Visiting Assistant Professor of Accountancy | $107,000 | 7/25/18 | 10 mos |

Dr. Shim received a Ph.D. in Business Administration – Accounting, a Ph.D. in Mass-Communication and Media Arts, a Master of Accountancy, an M.S. in Journalism, and a B.S. in Information System Technology from Southern Illinois University Carbondale and a B.S. in Architectural Engineering from Hanyang University, Seoul. Previously he was an Instructor at Southern Illinois University Carbondale.

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|---|---|---|---|
| Dr. Lisa M. Shollenberger<br>Assistant Professor of Biological Sciences (Tenure Track) | $80,000 | 7/25/18 | 10 mos |

Dr. Shollenberger received a Ph.D. in Biochemistry and Molecular Biology from the University of Pittsburgh School of Medicine and a B.S. in Biotechnology from The Pennsylvania State University. Previously she was an Adjunct Researcher at Fundacão Oswaldo Cruz, Belo Horizonte, MG, Brazil and an Assistant Research Scientist and faculty member in the Department of Infectious Diseases at the University of Georgia.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Ms. Rita Soulen<br>Lecturer of Teaching and Learning | $43,000 | 7/25/18 | 10 mos |

Ms. Soulen received an M.S.Ed. with Library Science Endorsement from Old Dominion University, a B.S. in Middle Education from the College of William and Mary and is enrolled in the Curriculum and Instruction doctoral program at Old Dominion University. Previously she was a School Library Media Specialist at Norfolk Public Schools.

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|---|---|---|---|
| Dr. Jiangwen Sun<br>Assistant Professor of Computer Science (Tenure Track) | $95,000 | 7/25/18 | 10 mos |

Dr. Sun received a Ph.D. in Computer Science and Engineering from the University of Connecticut, an M.E. in Computer Science and Technology from Nanjing University, China and a B.M. in Clinical Medicine from Second Military Medical University, China. Previously he was an Assistant Research Professor in the Department of Computer Science and Engineering at the University of Connecticut.

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|---|---|---|---|
| Ms. Kelly Vega<br>Lecturer of Communication Disorders and Special Education | $61,000 | 6/10/18 | 12 mos |

Ms. Vega received an M.S. in Speech-Language Pathology and a B.S. in Psychology from Old Dominion University. Previously she was a Clinical Educator in the Department of Communication Disorders and Special Education at Old Dominion University and a Speech-Language Pathologist at Sentara. (Designated as Clinical Educator – ODU Speech and Hearing Clinic)

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|---|---|---|---|
| Ms. Heather M. Weddington<br>Lecturer of English | $44,125 | 7/25/18 | 10 mos |

Ms. Weddington received an M.F.A. in Creative Writing and a B.A. in English from Old Dominion University. Previously she was an Instructor in the Department of English at Old Dominion University.

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|---|---|---|---|
| Dr. John P. Whiteman<br>Assistant Professor of Biological Sciences (Tenure Track) | $80,000 | 12/25/18 | 10 mos |

Dr. Whiteman received a Ph.D. in Ecology and an M.Sc. in Zoology and Physiology from the University of Wyoming and a B.A. in Biology from the University of St. Thomas. Previously he was a Post-Doctoral Research Associate and Adjunct Assistant Professor of Biology at the University of New Mexico.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Dr. Jian Wu<br>Assistant Professor of Computer Science (Tenure Track) | $95,000 | 7/25/18 | 10 mos |

Dr. Wu received a Ph.D. in Astronomy and Astrophysics and a minor in Computational Science from Pennsylvania State University and a B.S. in Physics and Astronomy from the University of Science and Technology of China. Previously he was an Assistant Teaching Professor in the Department of Information Sciences and Technology at Pennsylvania State University.

| | | | |
|---|---|---|---|
| Dr. Tian-Bing Xu<br>Associate Professor of Mechanical and Aerospace Engineering (Tenure Track) | $94,000 | 7/25/18 | 10 mos |

Dr. Xu received a Ph.D. in Materials Sciences and Engineering and an M.S. in Electrical Engineering from The Pennsylvania State University and a Diploma in Physics from Shandong University, China. Previously he was an Associate Research Fellow at NASA Langley Research Center.

| | | | |
|---|---|---|---|
| Ms. Susan Zehra<br>Lecturer of Computer Science | $50,000 | 7/25/18 | 10 mos |

Ms. Zehra received an M.S. in Electronics Engineering and Computer Science from Norfolk State University, a B.S. in Electrical Engineering from JMI, New Delhi, India and is pursuing a Ph.D. in Computer Science at Old Dominion University. Previously she was an Instructor of Computer Science at Hampton University. (new position)

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## ADMINISTRATIVE FACULTY APPOINTMENTS

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

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Ms. Karen D. Centeno<br>Education Librarian | $54,000 | 7/10/18 | 12 mos |

Ms. Centeno received a Master's degree in Information Science and a Bachelor's degree in Arts of Education in Secondary Level from the University of Puerto Rico and is a doctoral candidate in Library Sciences from the Universidad Carlos III de Madrid. Previously she was a Library/Media Specialist at Greensville Elementary School.

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Ms. Morgan Collins<br>Assistant Sailing Coach and Assistant Instructor | $33,549 | 4/18/18 | 12 mos |

Ms. Collins received a B.A. in Interdisciplinary Studies from Old Dominion University. Previously, she worked as the Assistant Sailing Coach for SUNY Maritime University.

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|---|---|---|---|
| Mr. Erik Edwards<br>Coordinator, Outdoor Adventure Program, and Assistant Instructor | $38,500 | 5/25/18 | 12 mos |

Mr. Edwards earned a B.S. in Recreation Management from Georgia Southern University. Previously, he worked as a graduate assistant for the University's Department of Recreation and Wellness.

| | | | |
|---|---|---|---|
| Mr. Keith Freeman<br>Assistant Women's Basketball Coach and Instructor | $120,000 | 5/01/18 | 12 mos |

Mr. Freeman earned a B.S. in Business Administration from Huntington College and an M.B.A. from Ball State University. Previously, he worked as the Associate Head Women's Basketball Coach for Wright State University. Mr. Freeman was also the Head Women's Basketball Coach for both Valparaiso University and St. Joseph's College.

| | | | |
|---|---|---|---|
| Ms. Karen Gershman<br>Director of Major Gifts and Assistant Instructor | $110,000 | 4/25/18 | 12 mos |

Ms. Gershman received a B.S. in Communication from Old Dominion University. Previously, she worked within various roles at the Children's Hospital of the King's Daughters (CHKD), including Senior Director of Development, Director of Development, Senior Development Associate, and Special Events Coordinator. Ms. Gershman was also the Assistant Director for the Downtown Norfolk Development Corporation and the Marketing Director for Janaf Shopping Center. (new position)

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|---|---|---|---|
| Ms. Megan Mize<br>Associate Director of ePortfolio and Digital Media Initiatives, Center for High Impact Practices, and Instructor | $50,000 | 5/25/18 | 12 mos |

Ms. Mize earned a B.A. in English from the College of William and Mary and an M.A. in English from Old Dominion University. Previously, she was a Lecturer in the University's English department. (new position)

| Name and Rank | Salary | Effective Date | Term |
|---|---|---|---|
| Ms. Elaine M. Pearson<br>Associate Vice President for Academic Affairs and Instructor | $147,000 | 6/25/18 | 12 mos |

Ms. Pearson received an M.B.A. in Management from Texas Women's University, an M.Ed. in Educational Technology from the University of Phoenix and a B.S. in Information Systems Technology from the University of Houston. Previously she was Executive Director for Academic Administration and Operations and Director of Academic Budgets and Operations at the University of Houston-Downtown.

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|---|---|---|---|
| Ms. Saranette Williams<br>Associate Director of Employer Programs and Development, Career Development Services, and Instructor | $62,000 | 4/30/18 | 12 mos |

Ms. Williams earned a B.S. in Finance and an M.A. in Education from Virginia Tech. Previously, she worked as the Director of University Career Services at Regent University.

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|---|---|---|---|
| Ms. Ziniya Zahedi<br>Technology Administrator, Dragas Center for Economic Analysis and Policy, and Instructor | $71,500 | 4/25/18 | 12 mos |

Ms. Zahedi received a B.S. in Business Administration and an M.S. in Engineering Management from Old Dominion University. Previously, she worked as a Database Analyst for Eastern Virginia Medical School.

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## EMERITUS/EMERITA APPOINTMENTS

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

| Name and Rank | Effective Date |
|---|---|
| Martyn Bradley<br>Associate Athletic Director Emeritus<br>for Sports Medicine and Athletic Training | July 1, 2018 |
| Lynn Johnson<br>Senior Lecturer Emerita of Management | June 1, 2018 |
| Sharon Judge<br>Professor Emerita of Communication Disorders<br>and Special Education | July 1, 2018 |

| Name and Rank | Effective Date |
|---|---|
| Judy Luedtke<br>Executive Director Emerita of Student Transition and Family Programs | August 1, 2018 |
| David Radcliffe<br>Associate Director Emeritus for Military Operations | July 1, 2018 |

MARTYN BRADLEY

Martyn Bradley, associate athletic director for sports medicine and athletic training, received a Bachelor of Science in physical education from Southern Illinois University and a Master of Science in athletic training from the University of Arizona. He joined Old Dominion University in 1975 and currently oversees all aspects of the athletic training and sports medicine programs. Since joining ODU, Bradley has been responsible for the administration of the athletic training program for all of the Monarchs varsity programs. He also served as the program director for the nationally accredited graduate athletic training program for 22 years. Prior to ODU, he was the head athletic trainer for a minor league affiliate within the New York Mets organization.

Bradley has received numerous honors and awards throughout his years at ODU, including the National Athletic Trainers Association (NATA) Service Award, the NATA 25-Year Award, NATA Most Distinguished Athletic Trainer Award and the ODU Service Recognition Award. He has also served on the NATA Board of Directors (1991-97), served as the organization's vice president (1994-95) and was a member of the NATA Post Certification Graduate Education Committee (1997-02). In 2011, Bradley was inducted into the first class of the Mid-Atlantic Athletic Trainers Association's Hall of Fame, and in 2015 was inducted in the Virginia Athletic Trainers Hall of Fame.

LYNN JOHNSON

Lynn Johnson, senior lecturer of management, received a master’s degree in human resource management from Marymount University. She joined Old Dominion University in 2006 as a lecturer in the Department of Management. She received an award for Teaching with Technology for development of her online course on Employee Relations.

Johnson served as the chief faculty advisor and mentored numerous faculty advisors. She played a crucial role in developing advising relationships between students and faculty members. Johnson has also served on the College Nominations, Elections and Awards Committee for the past ten years, serving as its chair for many years. She was previously the faculty advisor for the ODU Society for Human Resource Management Student Chapter. Johnson is a Certified Mediator for the State of Virginia and a professional member of the Society for Human Resource Management.

SHARON JUDGE

Sharon Lesar Judge received a B.A. in education from the University of Arizona, an M.Ed. in special education from the University of North Texas, and a Ph.D. in education with a concentration in special education from the University of California, Santa Barbara. Early in her career she taught elementary and special education in Texas and California schools. After receiving her Ph.D., she joined the College of Education faculty at the University of Tennessee, Knoxville, achieving the rank of professor. Judge joined Old Dominion University in 2006 where she also achieved the rank of professor of communication disorders and special education.

While at ODU, Judge served as the Executive Director of the Children's Learning and Research Center from 2008-2013 and as the Associate Dean of Graduate Studies for the Darden College of Education from 2007-2013. She has an impressive record of more than $8 million in grant funding from the U.S. Department of Education to support her work training high-quality teachers, most recently preparing teachers to work with children who are English learners with disabilities.

Judge's publication record is outstanding, including more than 60 peer-reviewed papers, two books, and more than a dozen book chapters. She has presented her research at more than 100 conferences in the U.S. and Europe. She is the Associate Editor of the *International Journal of Learner Diversity and Identities* and is on the editorial boards of three other scholarly journals in education. Since 2011 Judge has regularly served on federal grant review panels for the Institute of Education Sciences. In 2001, she was a Fulbright Scholar in Moscow, Russia and now is a consultant to the Fulbright Senior Specialist Program.

JUDY LUEDTKE

Judy Luedtke, executive director of student transition and family programs, received a B.A. degree in political science from Carthage College (Wisconsin) and a master's degree in educational psychology from the University of Wisconsin-Milwaukee. She joined Old Dominion in 2006 and has worked in new student and family programming for her entire tenure. She has been responsible for freshman and transfer Preview orientations, UNIV 100 orientation courses, and family programming, which includes Monarch Family Weekend.

Among Luedtke's accomplishments are the introduction of a common read for the UNIV 100 classes, the creation of an online orientation for transfer students, and initiation of a Parents' Association for all interested Monarch families. Her University service includes committee membership in Excellence in Advising, Week of Welcome, Enrollment Communications, and Learning Communities.

DAVID RADCLIFFE

David Radcliffe, associate director for military operations, received an A.B. in geography from Syracuse University, an M.B.A. from the University of North Dakota, and a master's in education with teaching license in middle school from Old Dominion University. He joined

ODU in 1995 after retiring from the United States Air Force with 24 year of active duty service. He served in the Air Weather Service, the Missile (ICBM) career area, and in Logistic Plans.

After his hire in 1995, Radcliffe worked exclusively at the local Navy Bases including NAS Oceana, JEB Little Creek and NS Dam Neck. He was a part of the University's local military outreach through the Base Education Offices and served as an ODU advisor for any program of interest to the base Navy personnel. He also supervised ODU staff members at Naval Station Norfolk and the military bases on the Peninsula.

The primary program Radcliffe promoted was the Military Career Transition Program. This led to an M.S.Ed. with teaching license in all the core subjects. He also spearheaded a teaching license for technology education in middle and high school with the Department of Occupational and Technical Studies. In the late 1990s these programs spread to military bases throughout Hampton Road and into bases in Northern Virginia.

In 2003 Radcliffe became the regional director for military site operations in Hampton Roads. He later became responsible for managing all of the University's military sites throughout Virginia, which allowed the University to focus on key processes that standardized military distance learning management throughout Virginia.

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Committee members approved by unanimous vote three proposed new degree programs: a Bachelor of Science in Exercise Science, a Bachelor of Science in Public Health, and a Master of Library and Information Studies. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Dickseski, Harris, Henry, Hill, Jones, Kemper, Kirk, Scassera, Smith, Tata).*

## APPROVAL OF A NEW BACHELOR OF SCIENCE IN EXERCISE SCIENCE

RESOLVED, that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposal for a new Bachelor of Science in Exercise Science degree program to be effective with the fall 2019 semester.

Rationale: The Darden College of Education seeks approval to offer a Bachelor of Science in Exercise Science, to begin fall 2019. This program will be offered by the Department of Human Movement Sciences.

The purpose of the Bachelor of Science in Exercise Science is to prepare students for various entry-level jobs in the fitness industry, including personal trainers, strength coaches and corporate health promotion managers. Students may also secure entry-level positions in the healthcare field as exercise physiologists in cardiac rehabilitation or clinical exercise specialists. Lastly, a B.S. in Exercise Science is often considered a "stepping stone" degree toward the pursuit of a professional post-baccalaureate healthcare degree (e.g., physical therapy).

Graduates of the proposed Bachelor of Science in Exercise Science will be equipped with knowledge and skills to work independently or on a team to perform fitness assessments, provide exercise prescriptions, and perform basic health screenings such as blood pressure and body composition assessment. They will be equipped with knowledge to understand how and why exercise is effective in treating and preventing disease, and the ability to prescribe exercise as a treatment and preventative tool for chronic diseases and improving fitness.

A baccalaureate-level exercise science concentration has been offered within the physical education program at Old Dominion University since the early 1970s. However, the current classification under physical education is incongruous with the focus of exercise science. The existing concentration is not focused on pedagogy and does not prepare individuals to teach in school settings. The proposed program is aligned with the skills and knowledge required in the field of exercise science.

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**APPROVAL OF A NEW BACHELOR OF SCIENCE IN PUBLIC HEALTH**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposal for a new Bachelor of Science in Public Health degree program to be effective with the fall 2019 semester.

Rationale: Old Dominion University (ODU) seeks approval to initiate a Bachelor of Science in Public Health to begin fall 2019. This program will be offered through the School of Community and Environmental Health in the College of Health Sciences.

The purpose of the proposed program is to offer robust educational content and experiences that encompass frameworks, policies and strategies in the field of public health to students who wish to enter or advance in the field. Public health spans several disciplines—epidemiology, social and behavioral sciences, environmental sciences, health policy, biostatistics—dedicated to the improvement of the health and well-being of populations across the globe. These key disciplines will be covered in the proposed program.

Graduates of the proposed program will be prepared to work in a variety of public health settings to conduct health promotion and wellness programs; lead research and public health activities in governmental and other agencies; facilitate innovation to educate and empower the public about health, safety, and prevention of disease; manage data to provide responsiveness and reporting; use evidence to create public health policies; and establish organizational cultures that are committed to life-long learning. Ultimately, graduates will be prepared to address public health challenges in a diverse array of organizations.

For a number of years, ODU has offered a major in public health within the Bachelor of Science in Health Sciences. While the new program will offer a similar curriculum, the competencies will have an enhanced focus on the interdisciplinary approach to public health. Thus, students will have a strong underpinning in public health content and experiences so that they may use evidence-based decision making and practice to improve the health and well-being of multiple communities.

## APPROVAL OF A NEW MASTER OF LIBRARY AND INFORMATION STUDIES

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposal for a new Master of Library and Information Studies degree program to be effective with the fall 2019 semester.

Rationale: Old Dominion University seeks approval to offer a Master of Library and Information Studies (MLIS) to begin fall 2019. The proposed program will be offered through the Department of Science, Technology, Engineering, and Mathematics Education and Professional Studies (STEMPS) in the Darden College of Education.

The purpose of the Master of Library and Information Studies is to prepare students with the theoretical knowledge and practical skills that will enable them to become highly skilled librarians and information specialists. This includes, but is not limited to, professional positions in academic libraries, public libraries, school libraries, and special libraries such as health sciences, law, or business libraries as well as positions for information professionals in health environments, museums, businesses, government and other agencies. Graduates of the program will be prepared to manage libraries, select and organize library collections, and interact with library patrons to determine and fulfill information needs.

The degree has three initial concentrations. The school library concentration will prepare students for endorsement as school librarians, and a youth services concentration will prepare students to work with youth in public libraries and other settings. The assessment and evaluation concentration addresses a new and growing area of information studies and will prepare students to become assessment/systems librarians. Within these concentrations, graduates will gain expertise that will enable them to provide users with technical support for emerging technologies and consult with users to provide technology solutions for information problems.

The American Library Association (ALA) has determined that the master's degree is the appropriate level degree for librarians. The proposed program is aligned with the ALA Standards for the Accreditation of Master's Programs in Library and Information Studies. Although a library science program focusing solely on the preparation of licensed school librarians has existed at Old Dominion University since 1968, the proposed program will be the first of its kind in the Commonwealth of Virginia since the first half of the last century. The current program began as a concentration option in the Bachelor of Science in Elementary Education. Over time, a second concentration was added in the Master of Science in Education, Secondary Education.

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Committee members approved by unanimous vote the revisions proposed for four policies: Evaluation of Lecturers, Senior Lecturers and Master Lecturers and Promotion of Lecturers and Senior Lecturers; Reappointment or Nonreappointment of Faculty; promotion in Rank; and Tenure. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Dickseski, Harris, Henry, Hill, Jones, Kemper, Kirk, Scassera, Smith, Tata).*

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

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the policy on Evaluation of Lecturers, Senior Lecturers, and Master Lecturers and Promotion of Lecturers and Senior Lecturers effective July 1, 2018.

Rationale: The proposed changes to the policy on Evaluation of Lecturers, Senior Lecturers, and Master Lecturers and Promotion of Lecturers and Senior Lecturers are intended to simplify and clarify the processes for annual evaluation and bring the policy in alignment with current practice of all faculty evaluations.

The current policy language suggests that lecturers, senior lecturers and master lecturers may be awarded a three-year contract, when such is not the case. Language describing the role of the Dean in the evaluation process for lecturers, senior lecturers and master lecturers has been added to the policy. Also, the in-depth evaluation for senior lecturers has been changed from three years to five years to be consistent with the in-depth evaluation for master lecturers. Moreover, the current fifth-year review has been redundant in instances when lecturers are readily preparing for promotion consideration in the semester immediately following the review. The proposed language and policy change treats these faculty as all other faculty are treated: with regular annual evaluations and then more in-depth evaluations at the time of promotion consideration.

**NUMBER:** 1417

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

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

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

A. Lecturer - This is a full-time rank that requires an appropriate master's degree and evidence of teaching ability. Demonstrated expertise in a specific field may also be required. Persons appointed to this rank are expected to assume a predominantly instructional role, at undergraduate or graduate levels, and participate in other professional service activities normally assigned to or expected of full-time faculty.

1. Evaluation

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

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

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

   d. Lecturers considered for promotion to senior lecturer in a given year will not undergo a separate annual evaluation in the same year.

2. Promotion from Lecturer to Senior Lecturer

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

   a. The candidate prepares and submits to the department chair his/her professional accomplishments to include at a minimum a curriculum vitae prepared in accordance with the Guidelines from the Provost's Office, a list of teaching assignments with teaching portfolio evaluations, student opinions both

quantitative and qualitative, all annual evaluations by the department chair and dean, and other relevant materials. The chair forwards the credentials to the department promotion and tenure committee.

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

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

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

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

2. If the dean finds in favor of promotion, the promotion becomes effective at the start of the subsequent academic year.

B. Senior Lecturer - This is a full-time rank that requires an appropriate master's degree, demonstrated expertise in the field, a sustained record of effective performance in teaching and professional service, evidence of continued development and study in the field, and a minimum of five years' experience at the rank of lecturer or equivalent. Persons appointed to this rank are expected to assume a predominantly instructional role, at undergraduate or graduate levels, and participate in other professional service activities normally assigned to or expected of full-time faculty.

1. Evaluation

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

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

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

d. Senior lecturers considered for promotion to master lecturer in a given year or going through an in-depth review will not undergo a separate annual evaluation in that same year.

2. Promotion from Senior Lecturer to Master Lecturer

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

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

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

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

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

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

2. If the dean finds in favor of promotion, the promotion becomes effective at the start of the subsequent academic year.

C. Master Lecturer – This is a full-time rank that requires an appropriate master's degree, demonstrated expertise in the field, a sustained record of superior performance in teaching and professional service, evidence of recognition within teaching or professional service, evidence of continued development and study in the field, and a minimum of five years' experience at the rank of senior lecturer or equivalent. Persons appointed to this rank are expected to assume a predominantly instructional or leadership role, at undergraduate or graduate levels, and participate in other professional service activities normally assigned to or expected of full-time faculty.

1. Evaluation

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

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

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

**APPROVAL OF PROPOSED REVISIONS TO THE POLICY ON REAPPOINTMENT OR NONREAPPOINTMENT OF FACULTY**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the policy on Reappointment or Nonreappointment of Faculty effective July 1, 2018.

Rationale: The proposed changes to the policy on Reappointment or Nonreappointment of Faculty are recommended so that the policy will be consistent with the changes made to the policy on Evaluation of Lecturers, Senior Lecturers, and Master Lecturers and Promotion of Lecturers and Senior Lecturers. In addition, language has been added to include the addition of the various non-tenure track ranks such as lecturers, clinical ranks, and research professor ranks. Language has also been added about notification when the decision is not to reappoint a faculty member.

**NUMBER:** 1402

**TITLE:** Reappointment or Nonreappointment of Faculty

**APPROVED:** June 12, 1980; Revised June 20, 1985; Revised June 16, 2011; Revised April 26, 2013 (eff. 6/1/13)

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. 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 their 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 fifth year review (see III.B. below). ~~Initial consideration will be by the departmental tenure and promotion committee.~~

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 nontenurable 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 and Procedures Concerning Academic Rank and Promotion in Rank.)

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 Faculty

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 and the dean, faculty information sheets, and any other relevant data, as well as the needs of the department.

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. 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 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.

5. Considering the written recommendation of this committee, 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 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 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 thateach 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 the 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. Each department conducts an annual review of the 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. For lecturers and clinical assistant professors, this review is initially conducted by a committee consisting of tenured members of the department and master lecturers and clinical professors. In the case of senior lecturers, master lecturers, clinical associate professors, and clinical professors, the annual review is initiated by the chair. Every five years nontenure-track faculty will undergo more in-depth evaluations that are initiated by a committee of tenured members of the department. ~~and is initially conducted by a committee consisting of tenured members of the department.~~

2. For lecturers and clinical assistant professors, ~~T~~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.

4. Considering the written recommendation of this committee (for lecturers and clinical assistant professors), 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 (for lecturers and clinical assistant professors), and of the chair, as well as the needs of the college, the dean makes a decision concerning reappointment or nonreappointment of each individual nontenurable nontenure-track faculty member~~,~~ and notifies each faculty member ~~in writing~~ of this decision.~~, and~~ If the decision is not to reappoint the faculty member, 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 nontenurable 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.

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

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the policy on Promotion in Rank effective July 1, 2018.

Rationale: The proposed changes to the policy on Promotion in Rank are intended to clarify the policy. A summary of the specific changes is as follows.

- Separate the procedures for assistant, associate and full professor.
- Clarify that the chair must be a full professor in order to participate in promotion cases and add procedures to be followed when the chair is not a full professor.
- Add language that any committee member who participates in the promotion process votes at most only once on any particular case. At the college and University committee levels, the representative from the promotion candidate's department and college will participate in deliberations in the candidate's case but will not cast a vote.
- Require that all eligible committee members vote yes or no on promotion cases through a secret ballot.
- Clarify the procedures for inclusion of the minority opinion in cases where the vote is not unanimous.

**NUMBER:** 1412

**TITLE:** Promotion in Rank

**APPROVED:** September 26, 2013; Revised June 9, 2016 (eff. 7/1/16); Revised June 6, 2017 (eff. 7/1/17)

I. Board of Visitors Policy

A. ~~Except for promotion to the rank of assistant professor, a~~All promotions in rank are based on evaluation of the faculty member's performance in teaching, research, and service (as appropriate) over the total time in the previous rank as

compared to the criteria established by the Board of Visitors for the rank being considered and any other criteria established by the department or college.

B. Promotion to the rank of associate professor must occur at the time of the tenure award, and the policy on tenure applies.

C. Promotion to the rank of full professor is normally considered no earlier than during the sixth year of a faculty member's service as associate professor at Old Dominion University. Exceptions are made only under the following circumstances:

1. A faculty member who has held the rank of associate professor at another institution and was initially appointed to Old Dominion University at the rank of associate professor may be considered for promotion at the time of the award of tenure.

2. A faculty member of extraordinary merit may be considered for promotion to the rank of full professor before the sixth year as associate professor at Old Dominion University.

D. The president, upon the recommendation of the Faculty Senate, shall establish procedures for consideration of promotion to the rank of full professor (~~and~~as well as for the designation as eminent scholar). Such procedures shall require consideration and recommendation by faculty members at the department and college level, the chair, the dean, and the University Promotion and Tenure Committee. The decision concerning promotion is to be made by the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against promotion, the faculty member may request a review by the president. The decision of the president is final.

II. Procedures for Promotion in Rank to Full Professor

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

~~B.~~A. Considerations Concerning Promotion

1. Each faculty committee and administrator considering a promotion case must specifically consider factors listed below as they apply to each case in the written recommendations that are submitted up the line to the provost and vice president for academic affairs. In the case of committees, the vote must be recorded in the recommendation, and the reasons produced by the minority members must be specified.

2. Each committee and administrator making a recommendation concerning promotion considers evidence of the faculty member's performance over the total time in which the previous rank has been held as compared to the guidelines for the rank being considered as established by the Board of Visitors and any other guidelines established by the department or college.

3. The total rank structure of the department should be considered.

4. At the least, the committees and administrators should examine faculty information sheets, chair evaluations, dean's evaluations, and any other evidence submitted by the faculty member, the chair of the department, or any other relevant source. It is the responsibility of the department chair and the departmental promotion and tenure committee to provide an assessment of the quality of the publications for the faculty being considered for promotion. The evidence should address the quality of the journals and the reputation of book and other such publishers.

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

1. The responsibility for initiating the external review, securing the reviewers, and forwarding complete review files to the dean, provost and vice president for academic affairs, and the University Promotion and Tenure Committee belongs to the department chair. If the department chair does not have the rank of professor, all chair responsibilities for promotion to full professor will be delegated by the dean to a full professor in the department or from another department within the same college who will assume all of the chair's responsibilities described below. This appointed professor, acting in the role of chair, cannot take part in any deliberations or votes of the departmental, college or University promotion committees while the promotion case is being considered. In promotion of department chairs, the responsibility belongs to the dean.

2. External reviewers with academic positions must~~will~~ hold the same rank or higher than the promotion rank for which the faculty member is being considered; exceptions should be justified by the dean. The department tenure and promotion committee and the candidate will prepare separate lists of potential reviewers. The candidate will review both lists and will document personal and professional relationships with all potential reviewers. The chair (or designee, see 1 above) will select three reviewers from the candidate's list and three reviewers from the department tenure and promotion committee's list; the chair (or designee) will provide the list of reviewers to the dean. The dean will submit an agreed upon list to the provost and vice president for academic affairs for final approval prior to initiating the review process. As a general rule, external reviewers should not be co-authors or former mentors of the candidate. The selection of

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

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

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

5. External reviewers will be asked to evaluate all submitted material mailed to them. Candidates for promotion are responsible for the preparation of the research portfolio and curriculum vitae to be sent to external reviewers. In the case of the arts, reviewers may be asked to consider works of art or performances. External reviewers will be asked to evaluate: a) the quality of the scholarship or creative work under review; and b) the scholarly reputation (regional, national, international) of the candidate.

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

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

~~D.~~C. A candidate for promotion in rank is initially considered by the faculty members in the department who hold the rank being considered or above~~:~~.[i] Only faculty holding the rank of professor are eligible to deliberate, review, or otherwise participate, and vote on candidates for promotion to professor.

1. In the case of large departments, the faculty members in the rank being considered or above may select a committee from their ranks to consider and make recommendations concerning promotion. In that case, it is the

responsibility of the committee to elicit opinions from all faculty members holding the rank considered or above.

2. In departments where fewer than three members hold appointments in the rank being considered or above, the dean, in consultation with the chair (or designee), will appoint enough additional faculty in the rank or above from other disciplines to form a committee of at least three.

3. Candidates for promotion should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.

4. No dean, associate dean, assistant dean, or other full-time administrator or department chair (or designee) shall attend or participate in the deliberation of either the departmental, college, or University Promotion and Tenure Committee. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.

5. The college committees shall consist of one tenured faculty member from each department in the college. All members of the college promotion and tenure committees shall be elected directly by the faculties they represent for a one-year term renewable twice for a total of three years. ~~This member~~They shall be chosen by majority vote of all full-time, tenure-track teaching and research faculty members of the department, present and voting, by secret ballot before April 15 of each year for the ensuing year. There should be at least ~~three~~a majority of 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. Only faculty holding the rank of professor are eligible to join the deliberations and the vote on candidates for promotion to professor. If the home department of a candidate for promotion to full professor has no full professor representing it on the college committee, a member of the departmental promotion committee for that candidate (convened as described in section ~~D~~C.1. and ~~D~~C.2. above) shall be elected to serve as its representative. In any case, the representative from a promotion candidate's department will participate in deliberations in the candidate's case but will not cast a vote.

6. The University Promotion and Tenure Committee shall consist of one tenured full~~faculty~~ professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair.[ii] No person~~al~~ 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 promotion candidate's college will participate in deliberations in the candidate's case

but will not cast a vote. Any committee member who participates in the promotion process votes at most only once on any particular case.

7. The faculty member involved is informed whenever a committee is considering promotion in rank and is given an opportunity either to appear before that committee (or group) considering the case, or to submit a statement in writing in support of eligibility for promotion, or to correct any factual misinformation~~representation~~ in previous recommendations.

8. In case of material developments before the conclusion of the evaluation process, additional documentation may be added to the portfolio with the concurrence of the department chair (or designee) and dean.

~~E.~~D. The committee or faculty group makes its recommendation concerning promotion to the chair (or designee) together with reasons for the recommendation (including a minority statement in the case of a non-unanimous~~split~~ vote), and specifies the vote of the committee. All eligible committee members shall~~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 chair (or designee) evaluates independently the credentials of the faculty member, the rank structure of the department, and any additional evidence presented, either by the faculty member or from any other source, and makes a recommendation, with reasons, concerning promotion.

~~F.~~E. If either the departmental committee (or group), or the chair (or designee), or both recommend promotion, the faculty member's credentials together with the recommendation of the faculty committee and the chair (or designee) will be forwarded to a promotion committee of the college for consideration. This committee will make an independent evaluation and make a recommendation concerning promotion with reasons (including reasons of the minority), to the dean. The recommendations will indicate the vote of the committee. All eligible committee members shall~~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.

~~G.~~F. If neither the faculty committee (or group) nor the chair (or designee) recommend promotion, the faculty member will not be considered for promotion in the coming year unless a review by the college promotion committee and the dean is requested by the faculty member. If a review is requested, the departmental committee and the chair forward all documents to the promotion committee of the college, which examines them and makes a recommendation concerning promotion to the dean following the stipulations of II.E. above. ~~All committee members should vote yes or no.~~ The dean examines all documents, including the recommendation of the college committee, and makes a determination concerning promotion. If the dean's determination is negative and is in accordance with the

recommendations of the departmental committee, the chair, and the college committee, then the faculty member is not promoted for the coming year. If the dean's determination is negative and is not in accordance with all previous recommendations, the faculty member may request a further review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final in such cases.

~~H.~~G. The dean, considering all previous recommendations and all credentials, then makes a recommendation concerning promotion, which is forwarded, with reasons, to the provost and vice president for academic affairs.

~~I.~~H. The University Promotion and Tenure Committee, consisting of one tenured full professor from each of the major degree-granting academic colleges, examines the facts and all previous recommendations and documentation, and makes a recommendation (with reasons, including minority reasons, if any) concerning promotion, which is forwarded to the provost and vice president for academic affairs. All eligible committee members shall~~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.

~~J.~~I. On the basis of all the evaluations and recommendations presented, and after consultation with staff, the provost and vice president for academic affairs makes a decision concerning promotion for the coming year. If the recommendations of the committees and administrators that have previously considered the case have not been in agreement with one another, or if the provost and vice president for academic affairs disagrees with the recommendations that have been in agreement with one another, the provost and vice president for academic affairs shall consult with the chair, the dean, and the University Promotion and Tenure Committee before reaching a final decision. The decision of the provost and vice president for academic affairs will consist of one of the following:

1. Promotion

2. deferral

~~K.~~J. If the decision of the provost and vice president for academic affairs is for promotion, the faculty member will receive the higher rank in the subsequent academic year. The decision of the provost and vice president for academic affairs will be reported to the president.

~~L.~~K. The faculty member may request that the president review a negative decision by the provost and vice president for academic affairs. The decision of the president is final.

~~M.~~L. All promotions are reported by the president to the Board of Visitors.

~~N.~~M. Copies of the recommendations by all committees, chairs, deans and the provost and vice president for academic affairs shall be provided to the faculty member being considered for promotion. The faculty member will be provided opportunity to correct any factual misinformation in such recommendations by placing a letter in his or her promotion file at any stage, or up until April 1, to the ~~P~~provost and vice president for academic affairs.

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

III. Research Faculty

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

B. The process for promotion to the rank of research professor and promotion to the rank of research associate professor will require external evaluation of the quality of the faculty member's research performance from nationally recognized experts in the faculty member's field; procedures for the external review process can be found in section II.C**.** of this policy.

C. For those research faculty who only have appointments in one of the University-level research centers, the following promotion policy will apply. Research centers will establish a promotion committee to review faculty promotions and make recommendations to the center director. Appointments to this committee will follow the guidance of section II.D. of this policy pertaining to departments. This promotion committee should include at least one member from the academic department(s) most closely aligned to the center to ensure promotion considerations are being applied equitably between the faculty assigned to that department and those assigned to the center. In centers where fewer than three members hold appointments in the rank being considered or above, the center director will solicit members of the department(s) most closely aligned to the center, in consultation with the chair(s) of those department(s), to form a committee of at least three. The center director will review faculty promotion recommendations and will recommend to the vice president for research those members who have met the promotion criteria. The vice president for research will forward a recommendation regarding promotion to the Office of Academic

Affairs for review by the University Promotion and Tenure Committee and the provost and vice president for academic affairs. The University Promotion and Tenure Committee will forward a recommendation to the provost and vice president for academic affairs. If the decision of the provost and vice president for academic affairs is for promotion, the faculty member will receive the higher rank in the subsequent academic year. The faculty member may request that the president review a negative decision by the provost and vice president for academic affairs. The decision of the president is final.

IV. Clinical Faculty

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

B. The process for promotion to the rank of clinical professor and promotion to the rank of clinical associate professor will require external evaluation of the quality of the faculty member's scholarly activities from nationally recognized experts in the faculty member's field; procedures for the external review process can be found in section II.C. of this policy. The schedule for review will follow that of assistant, associate, and full professor

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

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

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the proposed revisions to the policy on Tenure effective July 1, 2018.

Rationale: The proposed changes to the policy on Tenure are intended to make the policy clearer. A summary of the proposed changes is as follows.

- Remove language describing tenure as recognizing years of dedicated service to the University.

- Add language that scholarly activity prior to appointment at Old Dominion University may be considered.
- Clarify that the maximum total probationary period is six years with the offer of a one-year terminal appointment if the tenure decision is negative.
- Remove the option of reducing the probationary period at the time of initial appointment. This option is not needed since faculty already have the option to apply for early consideration for tenure. Faculty would be better served not to commit to the reduction at the time of appointment but to wait to determine whether to apply for early consideration.
- Clarify that external reviewers evaluate material mailed to them based on the department's approved criteria for the evaluation of scholarly activity and research. Also, add that all evaluations of a faculty member's research and scholarly activity, at every stage of the tenure process, are judged by the department's approved criteria.
- Add language that any committee member who participates in the tenure process votes at most only once on any particular case. At the college and University committee levels, the representative from the tenure candidate's department and college will participate in deliberations in the candidate's case but will not cast a vote.
- Add language that 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.
- Require that all eligible committee members vote yes or no on tenure cases through a secret ballot.
- Clarify that the chair must be tenured in order to make the chair's recommendation on tenure cases.
- Clarify the procedures for inclusion of the minority opinion in cases where the vote is not unanimous.

**NUMBER:** 1411

**TITLE:** Tenure

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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 the 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 year, may be excluded from the probationary period, upon the approval of the provost and vice president for academic affairs subject to the following conditions:

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

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

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

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

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

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

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

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

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

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

D. The maximum 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 the 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 completed at Old Dominion University 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 for those who apply after the normal probationary time period. A faculty member who applies for early consideration for tenure and is denied tenure will be offered a terminal contract for the ensuing year. It is the sense of the Board of Visitors that only demonstrably exceptional faculty will be awarded tenure under this clause.

IV. Criteria for the Award of Tenure

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

B. Criteria to be used are as follows:

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

2. Merit - Merit of the faculty member in teaching, research, and service over the entire probationary period and the contributions made by the faculty member in these areas to the University. 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. The evidence should address the quality of the journals and the reputation of book and other such publishers. In case of material developments, additional documentation may be added to

the portfolio before the conclusion of the evaluation process with the concurrence of the department chair and dean.

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

a. A curriculum vitae will be required of each external reviewer. Each reviewer will be asked to describe any personal or professional relationship with the candidate. It is the responsibility of the chair to include a curriculum vitae of each reviewer. For 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 will be required to have their scholarship evaluated by no fewer than four external reviewers. If fewer than four reviews are received, the chair will choose additional reviewers alternately from the lists of the department promotion and tenure committee and of the candidate.

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. Procedure for Tenure Consideration

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

B. 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. 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. As a general rule, external reviewers should not be co-authors or former mentors of the candidate. The selection of potential external reviewers must be completed before the end of the semester prior to the submission of credentials for tenure.

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

3. 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 deliberations of the departmental, college, or University

Promotion and Tenure Committee, or of the tenured faculty of the department serving as a group to consider tenure, except in those cases when such committees or groups may, at their discretion, request administrators or chairs to answer specific questions concerning tenure cases. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.

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

5. The University Promotion and Tenure Committee shall consist of one tenured full professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair.[2] 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.

6. Any committee member who participates in the tenure process votes at most only once on any particular case.

7. 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.

E. The committee or group of tenured faculty makes its recommendation to the chair (or replacement, see section V.B.). All eligible committee members shall 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. A copy of the recommendation letter will be sent to the faculty member by the chair of the

committee. Considering this recommendation, the 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. 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. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.

~~F~~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.

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

~~H~~I. The University Promotion and Tenure Committee, consisting of one tenured full professor from each of the major degree-granting academic colleges, examines the facts and all previous recommendations and documentation and makes a

recommendation (with reasons~~, including minority reasons, if any~~) concerning 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. 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 Office of the Provost will provide a~~A~~ copy of the recommendation letter ~~will be sent~~ to the dean of the college, the department chair and the faculty member ~~by the chair of the committee~~.

~~I~~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.

~~J~~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~~by April 30 (December 22 for mid-year tenure candidates)~~ of the year in which it is being taken up. Upon approval of the Board of Visitors, the faculty member is offered a tenure contract for the coming year.

~~K~~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~~by April 30 (December 22 for mid-year tenure candidates)~~ that a terminal contract will be offered for the ensuing year.

~~L~~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.

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

~~N~~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.

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Committee members approved by unanimous vote the request to rename the Darden College of Education to the Darden College of Education and Professional Studies. The current name does not reflect the significant breadth and depth of program offerings in the College. The following resolution was brought forth as a recommendation of the Academic and Research Advancement Committee and was unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Jones, Kemper, Kirk, Mugler, Scassera, Slaughter, Smith, Tata).*

**REQUEST TO RENAME THE DARDEN COLLEGE OF EDUCATION TO THE DARDEN COLLEGE OF EDUCATION AND PROFESSIONAL STUDIES**

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the request to rename the Darden College of Education to the Darden College of Education and Professional Studies, effective with the beginning of the 2018-19 academic year.

Rationale: The faculty and staff in the Darden College of Education are requesting to change the name of the college to the Darden College of Education and Professional Studies. The reason for the request is that the current name, the Darden College of Education, does not reflect the significant breadth and depth of program offerings. This has caused confusion and misinformation for individuals both internal and external to the institution.

Historically, the Darden College of Education focused primarily on the preparation of educators, which included programs designed to prepare teachers, principals and school counselors. As the university as well as the college expanded beyond its original beginning associated with William and Mary, the programs in the Darden College became increasingly diverse on both the undergraduate and graduate levels.

The Darden College currently offers 13 undergraduate programs, 60 graduate programs and 11 professional certificates. Out of those 84 programs, 50% are in education. The remaining 50% are in a variety of different disciplines. The non-education related programs offered by the college are:

- Industrial Technology
- Fashion Merchandising
- Speech Pathology
- Exercise Science
- Sports Management

- Park, Recreation and Tourism Studies
- Human Services
- Community College Leadership
- Mental Health Counseling
- Addictions Counseling

The faculty were directly involved in the process to rename the college. In 2017, a faculty committee was constituted to examine the need for a name change and to propose a new name for the college. The six-member committee conducted extensive research before proposing a list of three possibilities for renaming. Their efforts included a review of the following:

- The names of colleges from peer group institutions at the national level
- The names of colleges from peer group institutions within the state
- The names of colleges from the top ten Colleges of Education in the nation
- The names of colleges according to the list of Educational Trust Colleges of Education
- The names of colleges on a list of Colleges of Education to which we aspire

Committee members presented the results of their work to their respective departments. Faculty from all departments were afforded the opportunity to provide input and feedback as well as vote on the proposed name. The committee's work was also presented at a college-wide meeting. Finally, a ranking survey was sent to all faculty within the college, including adjunct faculty, and members of the Darden College of Education Council.

Fifty-seven percent of all faculty and members of the Council and 48% of adjunct faculty ranked the Darden College of Education and Professional Studies as their top choice of a new name for the college. Thus, the request is made to rename the college the Darden College of Education and Professional Studies. The new name will more accurately reflect the diversity of program offerings within the Darden College.

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Committee members received the Annual Report on Committee Actions. In the report from the Provost, Austin Agho provided information on faculty promotions for 2018-19. In the report from the Vice President for Research, Morris Foster provided more detail on the digital shipbuilding appropriation. The appropriation represents an important investment from the state in the relationship between Newport News Shipbuilding, Siemens, the Virginia Ship Repair Association and ODU and will help us expand in the advanced manufacturing domain and become an engine for regional economic development.

## ADMINISTRATION & FINANCE COMMITTEE

The Rector called on Mr. Tata for the report of the Administration & Finance Committee. Mr. Tata reported that Jean Kennedy-Sleeman, University Architect, briefed the Committee on the University's design standards for facility construction and renovation.

She informed the Committee that the University created the position of University Architect, in part, to codify, implement, maintain and enforce campus design standards. These standards are primarily intended as a tool for the University to communicate aesthetic, procedural and technical requirements to architects, engineers and general contractors that execute projects on campus  She shared the standards' contents as well as the procedures used to develop and test them over the last 18 months.

The Committee received the Educational Foundation's Investment Report from Maggie Libby, Associate Vice President for Advancement/Foundations, the Public Safety Update from Rhonda Harris, Assistant Vice President for Public Safety and Chief of Police, and the Capital Outlay Projects Status Report from David Robichaud, Assistant Director of Design and Construction.

## STUDENT ENHANCEMENT AND ENGAGEMENT COMMITTEE

The Rector called on Ms. Scassera for the report of the Student Enhancement and Engagement Committee. Ms. Scassera reported that Vice President Neufeldt briefed the Committee on what is shared with prospective students at Open House.

Rafia Haq, student representative to the Board, presented on student admissions and the importance of the experiences for incoming students. Representatives from Preview and the Admissions Office reported on their experiences at ODU.

Chief Rhonda Harris reviewed the jurisdiction of the ODU Police Department and Clery Act reporting requirements, and presented the Clery crime statistics from 2015 to date.

## UNIVERSITY ADVANCEMENT COMMITTEE

The Rector called on Mr. Mugler for the report of the University Advancement Committee. Mr. Mugler reported that Vice President Alonzo Brandon presented dashboard items measuring productivity in University Advancement and demonstrated a new database overlay system called Reeher.

Barbara Henley, Executive Director of Gift Planning, reviewed the many programs and options affiliated with planned giving as well as marketing pieces used. Jim Clanton, Director of Licensing, gave an update on the University's licensing program and marketing efforts.

## REPORT OF THE NOMINATING COMMITTEE

On behalf of the Nominating Committee, Rector Bennett presented the following slate of officers, all of whom have been contacted and are willing to serve:

Rector – Lisa Smith
Vice Rector – Kay Kemper
Secretary – Pam Kirk

## CLOSED SESSION

The Rector recognized Ms. Allmond, who made the following motion, "Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Section 2.2-3711(A) (1), for the purpose of discussing the evaluation and compensation of the President of the institution." The motion was duly seconded and unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Kemper, Kirk, Mugler, Scassera, Smith, Tata).*

## RECONVENE IN OPEN SESSION AND FOIA CERTIFICATION

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

## PRESIDENTIAL COMPENSATION

Mr. Mugler moved that the Board approve an 8% salary increase and a $10,000 bonus for President John R. Broderick, and that his contract be amended to extend coverage for an annual executive physical as President Emeritus. The motion was seconded by Ms. Kirk and unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Kemper, Kirk, Mugler, Scassera, Smith, Tata).*

## OLD/UNFINISHED BUSINESS

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

## NEW BUSINESS

Officer Elections - The Rector called the Board's attention to the nominations for the three officer positions and asked if there were any other nominations from the floor. Mr. Mugler moved that nominations be closed. The motion was duly seconded and the slate of officers was unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Kemper, Kirk, Mugler, Scassera, Smith, Tata).*

Newly-elected Rector Smith thanked Rector Bennett for his support and complimented him for how he managed a delicate balance of being rector, respecting staff and not overstepping the boundaries. She is looking forward to working with Ms. Kemper and Ms. Kirk and coming up with new ideas for the Board.

Mr. Mugler said that several board members have commented that the meetings are too rushed and suggested that consideration be given to moving some of the committee meetings to the day before. President Broderick commented that the two-day meeting model created attendance issues and was part of the reason why the Board moved to a one-day model. Mr. Mugler suggested that it might be worth surveying the current board members.

Presidential Recognition – During a ceremonial toast, Rector Bennett presented the following resolution in recognition of President Broderick's ten-year anniversary as ODU's president. A motion to approve the resolution was duly made and seconded, and was unanimously approved by all members present and voting *(Allmond, Bradley, Corn, Henry, Hill, Kemper, Kirk, Mugler, Scassera, Smith, Tata).*

**RESOLUTION COMMEMORATING JOHN R. BRODERICK'S TENTH ANNIVERSARY AS PRESIDENT OF OLD DOMINION UNIVERSITY**

WHEREAS, at its meeting on April 11, 2008, the Board of Visitors named John R. Broderick as Acting President of Old Dominion University immediately following the departure of former President Roseanne Runte; and

WHEREAS, the Board of Visitors, on May 18, 2009, after having conducted a national search, appointed John R. Broderick as the eighth president of Old Dominion University; and

WHEREAS, during Broderick's first ten years as President, the University has thrived under his leadership; and

WHEREAS, Broderick is well respected by the students, faculty and staff of Old Dominion University, as evidenced by the naming the Kate and John R. Broderick Dining Commons and the Diversity Champion Award in his honor; and

WHEREAS, that respect extends beyond the University and into the community, as well as throughout the Commonwealth and nationally. He has held several leadership roles, including chair of the Conference-USA Board of Directors and Virginia's Council of Presidents, and was most recently named chair of the Council of Presidents of the Southeastern Universities Research Association; and

WHEREAS, since Broderick became President, Old Dominion has emerged as a research leader in fields from resiliency to cybersecurity to bioelectrics, and graduation and retention rates have reached record highs. Old Dominion also has the second-largest percentage of degrees awarded in STEM-H fields among Virginia's research universities; and

WHEREAS, during his tenure, Old Dominion received close to $800 million in new resources and the value of its endowment has risen nearly 50 percent to $214 million; and

WHEREAS, Broderick continues to rank in the Top 4 of the region's 25 most influential leaders on *Inside Business's* annual Power List; and

WHEREAS, it is the Board's desire to recognize John R. Broderick on the occasion of his tenth anniversary as President at Old Dominion University.

THEREFORE, BE IT RESOLVED, that the Board of Visitors extends its congratulations to President Broderick and its continued support as he leads the University.

BE IT FURTHER RESOLVED, that this Resolution be spread upon the minutes of the Board of Visitors, and an appropriately framed copy be presented to President Broderick with the profound thanks of the Board of Visitors.

With no further business to be discussed, the meeting was adjourned at 2:27 p.m.

See the Schedules for Faculty Personnel actions in the appendix for specific dates and actions.
The members of the faculty who are elected to serve on the University Promotion and Tenure Committee shall serve for the subsequent academic year. The promotion and tenure committee elected by each individual degree-granting college serve for an entire year, not for the spring semester of one year and the fall semester of the following year.