

APPROVED BY BOARD OF VISITORS 4-12-01

**OLD DOMINION UNIVERSITY
BOARD OF VISITORS
7 December 2000**

MINUTES

The Board of Visitors of Old Dominion University met in regular session on Thursday, 7 December 2000, in the Board Room of Webb University Center on the Norfolk campus of Old Dominion University. Present from the Board were:

Walter D. Kelley, Jr., Rector
Elizabeth W. Atkinson
Henry P. Bouffard
Nancy P. Cheng
Beverly B. Graeber
Mary C. Haddad
Edward L. Hamm, Jr.
J. Jack W. Hilgers
William M. Lechler
Patricia W. Perry
James P. Toscano
Ronald J. A. Villanueva
Joel R. Wagner
Patricia M. Woolsey

Absent were:

James W. Beamer
Anthony C. Paige
William E. Russell
Lewis M. Warren, Jr.

Also present were:

James V. Koch, President
Beth Anders
Deborah Bauman
John R. Broderick
Dana D. Burnett
Paul Champagne
Stephen Daniel
Marina DiGiacomo
ReNee Dunman
Lynne Farquhara
Robert L. Fenning
William R. Fisher
Jo Ann M. Gora
Elizabeth Harders

Deane Hennett
Tara Herrman
James Jarrett
James McLaughlin
Donna W. Meeks
Katie Moyer
Jennifer Mullen
Zia Razzaq
C. Jay Robbins
Mabel Smith
Cecelia T. Tucker
Philip R. Walzer (*The Virginian-Pilot*)
Adrienne Yoder

CALL TO ORDER AND MOTION FOR EXECUTIVE SESSION

The Rector called the meeting to order at 1:00 p.m. and recognized Secretary Atkinson, who made the following motion: “Mr. Rector, I move that this meeting be recessed, and that we reconvene in Executive Session for the purpose of discussing a personnel matter, as permitted by Subsection (A), Paragraph (1), of Section 2.1-344 of the Code of Virginia.”

The motion was seconded by Mr. Bouffard and unanimously approved. *(Atkinson, Bouffard, Cheng, Graeber, Haddad, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey)*

RECONVENE IN OPEN SESSION AND FOIA CERTIFICATION

At the conclusion of executive session, the meeting 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 executive session was convened were heard, discussed or considered. The certification of compliance vote was twelve in favor and none opposed. *(Atkinson, Bouffard, Cheng, Graeber, Haddad, Hamm, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey)*

APPROVAL OF MINUTES

The Rector reconvened the meeting at 3:10 p.m. and called on Secretary Atkinson for the approval of the minutes of the regular meeting of September 13-14, 2000. Ms. Atkinson indicated that she had reviewed the minutes and had received no suggested changes. She made a motion to adopt the minutes as distributed. The motion was seconded by Dr. Hilgers and unanimously approved. *(Atkinson, Bouffard, Cheng, Graeber, Haddad, Hamm, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey)*

RECTOR’S REPORT

Before making his brief report, the Rector called on Mr. Bouffard, who thanked the members of the Board and President Koch for the kindness shown to him and his family upon the death of his father.

The Rector indicated that he continues to visit with various university departments for half-day sessions. He commented that he is impressed with the level of scholarship exhibited in so many different areas around the University.

PRESIDENT’S REPORT

The Rector called on the President for his report. President Koch announced that the Lady Monarchs Field Hockey team won their ninth NCAA championship several weeks ago. With the Board today

are Athletic Director James Jarrett, Coach Beth Anders, and the leaders of the Field Hockey team, including Marina DiGiacomo, the highest scoring field hockey player in the history of the NCAA, the Field Hockey Player of the Year, and a candidate for Athlete of the Year in the United States.

Coach Anders expressed her appreciation to the Board for their recognition and her pride in representing Old Dominion University both nationally and internationally. She applauded her team not only for what they have accomplished on the field, but also for what they have accomplished in the classroom. She introduced the team captain and leaders from each of the classes: Adrienne Yoder, team captain, Marina DiGiacomo, Lynne Farquhara, Tara Herrman and Katie Moyer. Ms. Yoder stated that the team's overall GPA is 3.42. President Koch congratulated Coach Anders and the team leaders, and noted that the Women's Field Hockey team has won more national championships than any other team.

President Koch distributed a copy of the performance criteria adopted by the State Council of Higher Education which will be used in the future to evaluate the performance and progress of the Commonwealth's institutions of higher education. He commented that Old Dominion is likely to do well on all of these criteria except the graduation rates, due to the nature of its student body. As admission standards increase, so likely will graduation rates, but given the highly mobile nature of the student body and the percentage of students in the military, the graduation rate will never be extremely high.

The President also distributed data on space usage, which illustrate that Old Dominion does very well relative to both the standards set by SCHEV and to the other institutions. In fact, Old Dominion typically leads the Commonwealth in this category, which bodes well for the University's ability to receive funding for additional space needs.

President Koch provided an update on the Institutional Performance Agreements, stating that the status of the IPAs is uncertain at this time. Nevertheless, Old Dominion is proceeding with preparing a draft IPA. Five institutions were selected by the Secretary of Education to prepare draft IPAs and those have been submitted. The General Assembly will decide whether the other institutions will be asked to submit IPAs and what will be done with them once they are submitted. whether the other institutions will be requested to submit such an agreement. Should Old Dominion be asked to submit an IPA, discussions with and approval from the Board will be sought before it is submitted.

President Koch also provided an update on the General Assembly's funding study. During the past year, the money committees of both houses of the General Assembly have conducted a study of the funding of public higher education. The study revealed that higher education as a whole is significantly underfunded, with Old Dominion University at the top of that list, and confirms the same position held by Old Dominion administrators for a number of years. Since the study was conducted by members of the General Assembly and its staff, it should have significant credibility and it is anticipated that some sort of attempt will be made during the next session of the General Assembly to begin to address the funding disparities. However, those actions will necessarily be limited by the current revenue circumstances of the Commonwealth. The institutions that stand to gain the most from this study are institutions such as Old Dominion, James Madison, George Mason, and others that have been growing rapidly without the funding to support that growth.

President Koch announced that network correspondent Randall Pinkston will be the speaker at the Fall Commencement ceremony to be held next Sunday. He invited Board members to attend and participate as members of the platform party. He also announced that Tim Russert of NBC will speak at the Spring Commencement ceremony.

At the conclusion of his report, President Koch asked former rector Edward Hamm to join him in unveiling Mr. Hamm's portrait, which will be hung in the Board Room along with the portraits of all the former Rectors of Old Dominion University.

REPORTS OF STANDING COMMITTEES

ACADEMIC AFFAIRS COMMITTEE

The Rector called on Ms. Haddad for the report of the Academic Affairs Committee. Ms. Haddad reported that the Academic Affairs Committee met earlier today and approved as distributed the minutes of the September 14th meeting. The Committee then recessed and reconvened in executive session to discuss the appointment of two faculty members with the award of tenure and a mid-year tenure recommendation.

The following resolutions, which were brought forth as recommendations of the Academic Affairs Committee, were unanimously approved (*Atkinson, Bouffard, Cheng, Graeber, Haddad, Hamm, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey*)

APPOINTMENT OF FACULTY MEMBER WITH TENURE

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment and award of tenure to Dr. Ann Elizabeth Gargett in the Department of Ocean, Earth and Atmospheric Sciences, College of Sciences, effective February 1, 2001. A summary of Dr. Gargett's curriculum vitae follows.

Salary: \$95,300 for 10 months

Rank Professor of Ocean, Earth and Atmospheric Sciences

Dr. Ann Elizabeth Gargett

Dr. Gargett received a Ph.D. in Physics in 1970 from the University of British Columbia and a B.Sc. In Mathematics and Physics in 1966 from the University of Manitoba. She comes to Old Dominion from the Institute of Ocean Sciences in British Columbia where she has served as a Research Scientist. She has been a Visiting Scientist in the United States at Woods Hole Oceanographic Institution, the University of Washington, and Scripps Institution of Oceanography, and in France at Centre IFREMER.

Within Canada, Dr. Gargett has been honored as a Fellow of the Royal Society of Canada (the equivalent of the National Academy of Sciences and the highest academic accolade available to

scientists and scholars in Canada). She has been quite productive as a research scientist, with over 40 reviewed publications in major journals and works, and her work on ocean turbulence is widely quoted. Her papers on ocean mixing and turbulent dissipation are highly referenced and the standard against which this research is measured. Dr. Gargett has strong connections with the National Science Foundation and the Office of Naval Research (ONR). She has received funding from ONR which is a significant accomplishment because few international scientists receive federal awards. She has the capacity to be quite successful in attracting external research funding in the U.S. system.

In addition, Dr. Gargett has served as associate editor of the Journal of Physical Oceanography and section editor for the Encyclopedia of Oceanography.

APPOINTMENT OF FACULTY MEMBER WITH TENURE

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment and award of tenure to Dr. Ahmed K. Noor in the Department of Aerospace Engineering, College of Engineering and Technology, effective December 25, 2000. A summary of Dr. Noor's curriculum vitae follows.

Salary: \$136,000 for 10 months (salary includes a stipend of \$16,000 for serving as Director of the Center for Advanced Engineering Environments)

Rank Professor of Aerospace Engineering

Dr. Ahmed K. Noor

Dr. Noor received a Ph.D. and an M.S. in Structural Mechanics, in 1963 and 1961 respectively, from the University of Illinois at Urbana-Champaign and a B.S. in Structural Engineering in 1958 from Cairo University, Egypt. Since 1990, he has been the Ferman W. Perry Professor of Aerospace Structures and Applied Mechanics at the University of Virginia and Director of the Center for Advanced Computational Technology at NASA Langley Research Center in Hampton. His areas of specialization include advanced design and synthesis environments, advanced learning technology, aerospace structures, structural and solid mechanics, computational methods, new computing systems and composite structures.

In the past decade, Dr. Noor has been principal investigator for grants exceeding \$7.8 million from NASA, the Office of Naval Research and the Air Force Office of Scientific Research, among others. He is a fellow of the American Society of Civil Engineers and American Institute of Aeronautics and Astronautics. He is a member of the founding council, fellow and president of the U.S. Association for Computational Mechanics and a member of the founding council of the International Association for Computational Mechanics. In addition, Dr. Noor is a founding member of the International Society for Computational Engineering and Sciences.

Dr. Noor has edited 30 books and authored or co-authored more than 400 archival journal articles. He served as editor-in-chief of the Journal of Advances in Engineering Software, associate editor

of the Journal of Applied Mechanics and Applied Mechanics Review, and as member of the advisory editorial board of "Computer Methods in Applied Mechanics and Engineering." Additionally, Dr. Noor has served on the editorial boards of more than 10 international journals.

MID-YEAR TENURE RECOMMENDATION

RESOLVED, that upon the recommendation of the Provost and the Academic Affairs Committee, the Board of Visitors approves the award of tenure to the following member of the faculty at Old Dominion University. The tenure is effective with the Spring 2001 semester.

College of Sciences

Dr. Gail Dodge, Department of Physics

In the Provost's report, Provost Gora informed the Committee that one of the areas of emphasis for 2000-2001 is graduate education. She and the deans held a retreat in August to discuss graduate recruitment, retention and admissions standards. As a result, the colleges are reviewing admission standards, and a consultant was brought to the area to conduct a workshop for faculty and administrators on the recruitment and retention of graduate students.

Provost Gora reported to the committee on several issues raised at the September meeting. She shared information about adjunct faculty and the percentage of class sections taught in each college by adjunct faculty, which ranged from 6 percent in the Colleges of Engineering and Technology and Sciences to 40 percent in the College of Education in fall 2000. University-wide, 36 percent of class sections were taught by adjunct faculty in fall 2000. This percentage is up from 16 percent of class sections taught by adjunct faculty in fall of 1989. Provost Gora expressed concern that 40 percent of class sections in the College of Education are taught by adjunct faculty. Committee members asked why the College of Education has more adjuncts, and how the number can be reduced. Provost Gora responded that low funding contributed to the use of adjunct faculty. She also noted that the College of Education recently received full accreditation from its accrediting body, NCATE, and that the adjunct faculty brought particular expertise to the classes. In response to questions from the Committee, Provost Gora suggested, and the Committee agreed, to invite Jane Hager, Acting Dean of the College of Education, to the next meeting to present information on the curriculum for prospective teachers and to answer questions about the recruitment and usage of adjunct faculty.

Dr. Hilgers asked for additional discussion on classes taught by graduate teaching assistants and requested that the information on class sections taught by full-time faculty, adjunct faculty and graduate teaching assistants be included in the information received annually by

members of the Board. Provost Gora stated that the percentage of class sections taught by graduate teaching assistants is 2-3 percent in each college and 2.4 percent overall.

Regarding the English language skills of foreign born faculty, Dr. Gora informed the Committee that faculty are assessed in the interview process. As part of the interview process, individuals interviewing for faculty positions are asked to give some type of oral presentation and often are asked to teach a class as well in order to assess their English language skills. Graduate assistants are required to attend and complete the GTA Institute before they are allowed to teach. As part of the institute, they must give an oral presentation which is evaluated by faculty members. In addition, they must pass the test of spoken English administered by the English Language Center before they are allowed to teach.

Provost Gora introduced David Hager, Associate Vice President for Academic Affairs, who reported on the status of the SACS reaccreditation process which is underway at the University. The process involves 16 committees with 250 members. About one half of the committee reports have been completed. When all committee reports are completed, the steering committee will begin its formal review of the committee reports. Following the review, a draft self-study plan will be completed and distributed for review in fall 2001. By December 2001, the University will submit the self-study report and accompanying documents to SACS in preparation for the accreditation visit in March 2002. Committee members received a copy of the self-study manual. Additional information about the self-study process is available on the University's web site. Ms. Haddad indicated that board members may be invited to participate in discussions during visitation.

The Chair asked for a discussion of goals committee members would like to accomplish in the next 12 to 24 months. The Committee discussed what was meant by goals for the Committee, and whether the Committee or the University should establish these goals. President Koch suggested that the Committee identify agenda items and topics for discussion. He noted that some items the Committee considers are mandatory, while others are discretionary, and suggested committee members recommend discretionary items for discussion. Dr. Hilgers noted that the Bylaws charge the Committee to do certain things but also allow the Committee to periodically review Board policies and procedures in its area, to explore and obtain information on items in its area, and to recommend needed changes. The Chair stated that she will seek clarification of the Rector's suggestion that each Committee establish goals or focus area. She asked committee members to let her know of any topics about which they would like more information. Mr. Toscano asked for a discussion on programs that are shared between Old Dominion University and Norfolk State University. Ms. Woolsey suggested that the Committee receive information on the recruitment and retention of faculty. The other committee members concurred. Provost Gora responded that she will present an overview on the process to recruit and retain faculty at the next meeting of the Committee. She will include information on how salaries are determined, the process to establish positions, affirmative action as part of the recruitment process, and present as examples of the range of issues that are considered in the process used in two of the colleges.

The Chair informed committee members that she will be touring areas of the University, including the colleges, and invited members to join her if interested. Committee members will be informed when these tours are scheduled.

Dr. Hager distributed and discussed the Strategic Plan Progress Report which was prepared by the University in response to a request from SCHEV. He described the process for preparing the report and highlighted areas where the University has made good progress as well as an area where progress has been slower. This report will be prepared on an annual basis. Ms. Perry and other members praised the effort that went into preparing this report and commented that officials in Richmond have complimented Old Dominion's report and preparation for meetings. Provost Gora invited committee members to provide input to her on the strategic plan progress report.

The following resolutions, which were brought forth as recommendations of the Academic Affairs Committee, were unanimously approved (*Atkinson, Bouffard, Cheng, Graeber, Haddad, Hamm, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey*)

FACULTY APPOINTMENTS

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

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. L. Scott Casino, Jr. Visiting Assistant Professor of Management	\$30,000	12/25/00	5 mos

Dr. Casino received a Ph.D. in Organizational Studies, an M.S. in Human Resource Management/ Labor Relations and a B.S. in Accounting, in 1999, 1994 and 1992 respectively, from Virginia Polytechnic Institute and State University. He has been an instructor at American University and Virginia Tech. (This is a one semester appointment.)

Dr. Valentine Nenkov Penev Visiting Associate Professor of Engineering Management	\$50,000	10/10/00	10 mos.
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Dr. Penev received a Ph.D. in 1992 from the Bulgarian Academy of Sciences and an M.Sc. In Automatics and Telemechanics in 1986 from the Technical University of Tula, Russia. Since 1994, he has been at the Institute of Control and System Research, Bulgarian Academy of Sciences, where he has been the Deputy Director, Chief of Department, Senior Research Fellow and Associate Professor.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Margaret R. Mulholland Assistant Professor	\$50,000	12/25/00	10 mos.

Dr. Mulholland received a Ph.D. in Biological Oceanography in 1998 from the University of Maryland, an M.M.A. in Marine Affairs and Fisheries in 1992 and an M.S. in Biological Oceanography in 1986 from the University of Washington, and a B.S. in Geology/Biology in 1984 from the University of Notre Dame. Since 1999, she has been a Research Assistant Professor and Post-doctoral Research Associate in the Marine Sciences Research Center at the State University of New York.

Mr. Lincoln J. Smith Lecturer of Psychology	\$15,500	12/25/00	5 mos
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Mr. Smith received an M.S. in General Psychology and a B.S. in Psychology, in 1998 and 1995 respectively, from Old Dominion University and a B.S. in Engineering in 1965 from Johns Hopkins University. He also attended the U.S. Naval Academy. Since 1999, he has been an Instructor of Psychology at Old Dominion University.

Dr. Patricia Strait Visiting Assistant Professor of Management	\$59,500	11/1/00	12 mos
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Dr. Strait received a Ph.D. in Urban Management in 1993 from Old Dominion University, an M.S. in Management from Salve Regina Newport University and a B.A. in English from Old Dominion University. Since 1998, she has been an Assistant Professor of Business Administration in the College of Business and Public Administration at Old Dominion University. She also has teaching experience at Virginia Tech and Christopher Newport University. Dr. Strait will be teaching primarily in the “Ships at Sea” program.

Ms. Kathryn E. Strozak Instructor of Information Systems/Decision Sciences	\$48,500	7/25/00	10 mos
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Ms. Strozak received an M.S. in Physics in 1989 from Adelphi University and a B.A. in Natural Science and Mathematics in 1983 from Dowling College. Since 1999, she has been a programmer at Gwaltney of Smithfield. Prior to that, Ms. Strozak was a Data Base Application Analyst and Director of the Student and Teacher Excellence Program (STEP) at Newport News Public Schools.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Temple D. West Instructor of English	\$32,500	8/25/00	10 mos

Ms. West received an M.F.A. in Creative Writing in 1999 from Old Dominion University and a B.F.A. in Interior Design in 1978 from Virginia Commonwealth University. Since 1999, she has been an Adjunct Instructor in the Department of English at Old Dominion University. She served as Coordinator of the Writers-in-Community Project in 1998-99.

APPOINTMENT OF DIRECTOR OF ATHLETIC GIVING

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Mr. Mark Benson as Director of Athletic Giving, Office of Development, effective September 10, 2000.

Mr. Benson received a B.A. in Business Management in 1990 from North Carolina State University. Since 1999, he has been the Education Channel Manager at Coca-Cola Enterprises, Inc. Prior to that, Mr. Benson was Director of Marketing and Promotions for the Athletic Department at Old Dominion University.

Salary: \$45,000 for 12 months

Rank: Director of Athletic Giving and Assistant Instructor

APPOINTMENT OF DIRECTOR OF MULTICULTURAL STUDENT SERVICES

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Lesa C. Clark as Director of Multicultural Student Services effective October 10, 2000.

Ms. Clark received a Master of Arts in Education in 1993 from Regent University and a B.A. in Psychology in 1978 from Adelphi University. Since 1997, she has been the Assistant Director of Multicultural Student Services at Old Dominion University. Ms. Clark has also worked as a consultant and diversity trainer.

Salary: \$52,000 for 12 months

Rank: Director of Multicultural Student Services and Instructor

**APPOINTMENT OF STUDENT ORGANIZATIONS/TECHNICAL
SUPPORT SERVICES SPECIALIST FOR HEALTH OCCUPATIONS**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Ann B. Craddock as Student Organizations/Technical Support Services for Health Occupations, Occupational and Technical Studies Department, effective September 15, 2000.

Ms. Craddock received a B.S. in Nursing in 1973 from the University of Virginia. Since 1998, she has been the Patient Care Service Manager for the Orthopedics Patient Care Unit and Rheumatology Clinic at the University of Virginia Medical Center. Prior to that Ms. Craddock was a Case Manager at Martha Jefferson Hospital in Charlottesville.

Salary: \$43,000 for 12 months

Rank: Student Organizations/Technical Support Services for Health Occupations, Occupational and Technical Studies Department, and Assistant Instructor

**APPOINTMENT OF DIRECTOR OF CONTINUING EDUCATION
COLLEGE OF HEALTH SCIENCES**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Amanda E. Damron as Director of Continuing Education in the College of Health Sciences effective October 23, 2000.

Ms. Damron received a B.A. in English in 1995 from Randolph-Macon College. Since 1998, she has been the Assistant Director for Continuing Education and Workforce Development at State Technical Institute in Memphis. Prior to that, Ms. Damron was an instructor at Shelby State Community College in Memphis.

Salary: \$35,000 for 12 months

Rank: Director of Continuing Education, College of Health Sciences, and Assistant Instructor

APPOINTMENT OF ELECTRONIC RESOURCES LIBRARIAN

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Tonia Graves as Electronic Resources Librarian in the Perry Library effective September 25, 2000.

Ms. Graves received an M.S. in Library Science in 2000 from The Catholic University of America and a B.A. in English in 1991 from Old Dominion University. Since 1998, she has been employed in the Serials Unit of the Perry Library at Old Dominion University.

Salary: \$33,000 for 12 months

Rank: Electronic Resources Librarian and Librarian I

APPOINTMENT OF ASSISTANT EXIT EXAM COORDINATOR

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Mr. Michael G. Holt as Assistant Exit Exam Coordinator in the Writing Center effective November 10, 2000.

Mr. Holt received an M.A. in English in 1996 from Old Dominion University and a B.A. in Music in 1992 from Saint Leo College. Since 1998, he has been an adjunct professor of English at Saint Leo University in the School of Continuing Education. Mr. Holt has also been an evaluating instructor at Saint Leo University in the Center for Online Learning/University Alliance as well as an adjunct instructor of English at Embry-Riddle Aeronautical University and Bryant and Stratton College.

Salary: \$30,00 for 12 months

Rank: Assistant Exit Exam Coordinator and Instructor

**APPOINTMENT OF STUDENT ORGANIZATIONS/TECHNICAL
SUPPORT SERVICES SPECIALIST FOR MARKETING**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Mr. Michael F. Kosloski Jr. as Student Organizations/Technical Support Services Specialist for Marketing in the Occupational and Technical Studies Department effective September 1, 2000.

Mr. Kosloski received a B.S. in Marketing Education from Old Dominion University and is currently pursuing a master's degree in Occupational and Technical Studies. Since 1998, he has been the Marketing Education Teacher/Coordinator at Hickory High School in Chesapeake, VA.

Salary: \$42,000 for 12 months

Rank: Student Organizations/Technical Support Services Specialist for Marketing, Occupational and Technical Studies Department, and Assistant Instructor

**APPOINTMENT OF STUDENT ORGANIZATIONS/TECHNICAL SUPPORT
SERVICES SPECIALIST FOR TRADE AND INDUSTRY EDUCATION**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Sondra S. Massie as Student Organizations/Technical Support Services Specialist for Trade and Industry Education, Occupational and Technical Studies Department, effective October 16, 2000.

Ms. Massie received an M.S. in Vocational Education in 1998 from Virginia Polytechnic Institute and State University and a B.A. in 1995 from Bluefield State College. Since 1972, she has been a cosmetology instructor at the Russell County Career and Technology Center in Lebanon, VA.

Salary: \$43,000 for 12 months

Rank: Student Organizations/Technical Support Services Specialist for Trade and Industry Education, Occupational and Technical Studies Department, and Instructor

**APPOINTMENT OF ADMISSIONS COUNSELOR
INFORMATION TECHNOLOGY PROGRAM**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Kimberly McDuffie as Admissions Counselor for the Information Technology Program (ITPro) for Northern Virginia effective November 25, 2000.

Ms. McDuffie received a B.A. in Speech Communications in 1996 from Western Kentucky University. Since 1998, she has held positions as Technical Recruiter, Account Manager and Branch Manager at Superior Technical Resources, Inc. in Vienna, VA where she gained experience in the information technology industry.

Salary: \$35,000 for 12 months

Rank: Admissions Counselor, Information Technology Program, and Assistant Instructor

**APPOINTMENT OF STUDENT ORGANIZATIONS/TECHNICAL SUPPORT
SERVICES SPECIALIST FOR BUSINESS**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Sandra Carter Mills as Student Organizations/Technical Support Services Specialist for Business, Occupational and Technical Studies Department, effective September 1, 2000.

Ms. Mills received a B.S. in Business Education in 1986 from James Madison University. Since 1998, she has been a permanent substitute at Pate's Creek Elementary School for Henry County Public Schools in Stockbridge, GA. She also served as a business teacher in the Frederick County Public Schools in Winchester, VA.

Salary: \$42,000 for 12 months

Rank: Student Organizations/Technical Support Services Specialist for Business, Occupational and Technical Studies Department, and Assistant Instructor

APPOINTMENT OF ADMISSIONS COUNSELOR

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Michelle Scott Mitchell as Admissions Counselor in the Office of Admissions effective October 25, 2000.

Ms. Mitchell received a J.D. in 2000 from William and Mary School of Law and a B.A. in Criminal Justice in 1997 from Old Dominion University. In summer 1999, she was a legal intern at the Office of the Commonwealth's Attorney in Norfolk.

Salary: \$31,000 for 12 months

Rank: Admissions Counselor and Assistant Professor

**APPOINTMENT OF INSTRUCTIONAL TECHNOLOGY ENGINEER
NORTHERN VIRGINIA HIGHER EDUCATION CENTER**

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Mr. Dwight M. Roberts as Instructional Technology Engineer at the Northern Virginia Higher Education Center effective September 18, 2000.

Mr. Roberts received a B.S. in Information Systems Management in 1994 from the University of Maryland. He is a Certified NetWare Administrator and a Microsoft Certified Professional. Since July 2000, Mr. Roberts has been an Information Technology Specialist at Northern Virginia Community College. Prior to that he was a Technical Consultant for Computer Associates.

Salary: \$60,000 for 12 months

Rank: Instructional Technology Engineer and Assistant Instructor

APPOINTMENT OF REGIONAL DIRECTOR
DISTANCE LEARNING AND EXTENDED EDUCATION

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Mr. James H. Selbe as Regional Director for Military Programs in Northern Virginia, Distance Learning and Extended Education, effective September 10, 2000.

Mr. Selbe received an M.Ed. in Counseling and Personnel Services in 1998 from the University of Maryland and a B.S. in Management in 1995 from National-Louis University. He recently retired from the United States Marine Corps after 20 years of service where he held positions as Training and Development Manager and Education Officer. He was also an adjunct instructor at Central Texas Community College.

Salary: \$48,000 for 12 months

Rank: Regional Director for Military Programs in Northern Virginia, Distance Learning and Extended Education, and Instructor

APPOINTMENT OF COORDINATOR OF TRAINING AND OPERATIONS
DISTANCE LEARNING AND EXTENDED EDUCATION

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Kellie C. Sorey as Coordinator of Training and Operations, Distance Learning and Extended Education, effective September 10, 2000.

Ms. Sorey received an M.A.Ed. in Student Personnel Administration and a B.S. in Psychology, in 1992 and 1990 respectively, from Virginia Tech. Since 1994, she has been employed as a TELETECHNET Site Director at Old Dominion University.

Salary: \$48,500 for 12 months

Rank: Coordinator of Training and Operations, Distance Learning and Extended Education, and Instructor

APPOINTMENT OF INSTITUTIONAL RESEARCH ASSISTANT
UNIVERSITY PLANNING AND INSTITUTIONAL RESEARCH

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the appointment of Ms. Patricia Ann Steen as Institutional Research Assistant in the Office of University Planning and Institutional Research effective November 10, 2000.

Ms. Steen received a B.F.A. from the University of Massachusetts. Since 1999, she has been a Program Support Technician Senior in the Office of University Planning and Institutional Research at Old Dominion University. She also served as Business/Operations Manager for Monosoff Corporation in Sausalito, CA.

Salary: \$34,000 for 12 months

Rank: Institutional Research Assistant and Assistant Instructor

APPOINTMENT OF TELETECHNET SITE DIRECTOR

RESOLVED, that upon the recommendation of the Academic Affairs Committee, the Board of Visitors approves the following appointment as TELETECHNET Director at the site indicated:

Ms. Sue Markley (Virginia Western/Dabney Lancaster Community Colleges)

Ms. Markley received an M.B.A. in 1997 from Averett College and a B.S. in Management of Human Resources in 1994 from Bluefield College. Since 1999, she has been an Admissions Counselor in the Department of Adult and Continuing Education at Bluefield College. Prior to that, Ms. Markley was an Assessment Counselor and Adjunct Professor at Bluefield College.

Salary: \$45,700 for 12 months effective October 10, 2000

Rank: Site Director, Virginia Western/Dabney Lancaster Community Colleges, and Instructor

Suzanne Martin, Director of the Career Management Center, presented information about the Center, including the scope of activities in the Center, the Career Advantage Program, student internships and co-ops, and the Center's web site. Provost Gora shared information from the 1997-99 Senior Satisfaction Survey which showed the high ratings the Career Management Center received from seniors.

Provost Gora introduced Tom Isenhour, the newly hired dean of the College of Sciences. He shared information on faculty accomplishments and the College's goals and objectives. He also informed the Committee of the challenge he has issued to his faculty to guarantee that every sophomore knows enough math to succeed in any introductory science course. Provost Gora also introduced Cheryl Samuels, the newly hired dean of the College of Health Sciences. She described the organization of the college and its programs and highlighted the successes and goals of the College of Health Sciences in the areas of learning, discovery and engagement, as identified in the College's strategic plan. The presentation by John Heyl, Executive Director of International Programs, was postponed.

ADMINISTRATION AND FINANCE COMMITTEE

The Rector called on Mr. Bouffard for the report of the Administration and Finance Committee. Mr. Bouffard reported that the Administration and Finance Committee met earlier this morning, approved the minutes of the meeting held in September, and considered one action item.

The University has participated as an associate member of the Hampton Roads Regional Academy of Criminal Justice since 1980. The Academy was founded initially in 1975 to provide training for public law enforcement officers and other personnel who assist or support these officers. The Academy was originally founded by seven public entities who have participated as full members, while other public entities which have affiliated with the Academy have been associate members with less than full representation in the policy making of the organization. The associate membership includes Old Dominion University. In order to provide greater representation for all current and future members, the Board of Directors has developed a new agreement establishing the Hampton Roads Criminal Justice Training Academy and amending its charter. This agreement must be approved by a resolution of the governing board of each public entity desiring membership.

The following resolution, which was brought forth as a recommendation of the Administration and Finance Committee, was unanimously approved (*Atkinson, Bouffard, Cheng, Graeber, Haddad, Hamm, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey*)

**RESOLUTION AUTHORIZING ENTRY OF OLD DOMINION UNIVERSITY
INTO AGREEMENT TO ESTABLISH
THE HAMPTON ROADS CRIMINAL JUSTICE TRAINING ACADEMY**

WHEREAS, the Peninsula Academy of Criminal Justice was established in 1975 by the cities of Hampton, Newport News, Poquoson, Williamsburg, and the counties of James City and York pursuant to Section 15.1-21 (now Section 15.2-1300), Code of Virginia 1950, as amended, for the joint exercise of powers of participating political subdivisions; and

WHEREAS, the governing bodies of the parties hereto established by charter in 1990, the Hampton Roads Regional Academy of Criminal Justice pursuant to Section 15.1-21 (now Section 15.2-1300), Code of Virginia, as amended, for the joint exercise of powers of participating political subdivisions; and

WHEREAS, the current Board of Directors of the Hampton Roads Regional Academy of Criminal Justice desires to expand full membership status in the Academy to other governmental units as allowed by Section 15.2-1747, and to continue the existence and operation of said Academy without interruption; and

WHEREAS, the governing bodies of the parties hereto desire to adopt this Agreement, to authority their respective Academy Board of Director representatives to amend the existing charter of the Hampton Roads Regional Academy of Criminal Justice to conform said charter in all respects

to this Agreement, to change the name of the Academy to the Hampton Roads Criminal Justice Training Academy, to otherwise continue the existence and operation of the Academy and to effectuate such other changes in accordance with the provisions of Section 15.2-1747, et. seq.; and

WHEREAS, VA Code § 15.2-1747 A requires the approval of the Board of Visitors of Old Dominion University; and

WHEREAS, the general counsel of Old Dominion University has reviewed the document creating the Academy and has found it acceptable as to legal form and content; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Old Dominion University approves the University's entry into and participation in the Academy.

BE IT FURTHER RESOLVED, that the Board of Visitors authorizes the appropriate University personnel to execute the Agreement establishing the Academy.

Mr. Bouffard indicated that during discussions on this topic and on information presented on current university contracts with outside agencies and individuals, there was concern raised as to whether or not providing police services to other university campuses exposes the University to liability. The Committee requested that University Counsel provide an opinion on potential liability issues related to the current policing and security service agreements with other entities. Mr. Robbins has been asked to provide his opinion prior to the retreat in January. The Committee also proposes these services and other contracts be discussed in order to address concern raised by the Committee as to whether or not the University should be involved in private contracts and competing with private businesses.

In his report to the Committee, Acting Vice President Robert Fenning provided an update on the University Village project, higher education funding policies, and revenue producing services provided by the University to outside entities.

Mr. Fenning reviewed the status of the University's land acquisition efforts and the demolition status of structures. The test piles for the Convocation Center were completed in August, and the production piles began in early October. So far, nearly 600 piles have been driven and completion is estimated for December 21st. Building construction bids were received in mid-October, and a Notice of Award was issued to S. B. Ballard Construction. The pre-construction conference was held yesterday and construction will begin later this month. Substantial completion is expected August of 2002.

Test piles have also been completed for the Parking Garage, and the Production Pile contract was awarded to Waterfront Marine Construction, Inc. The Notice to Proceed was issued on October 24th, and completion of the production piles is expected in January. S.B. Ballard Construction was also issued a Notice of Intent to Award for the construction of the Parking Garage, after a review of bids received on November 7th. Construction is expected to begin in January, with a projected completion in late Spring, 2002.

The Commonwealth Transportation Board met on November 16 and approved a resolution by the Virginia Department of Transportation regarding the transfer of up to \$7 million to support the Maglev Project. The University will enter into a Memorandum of Understanding with the Virginia Department of Transportation which will result in the University acting as a conduit for the funding for reporting purposes and function in an oversight capacity for the demonstration project. However, the University will have no obligation for the repayment of these transportation funds; this responsibility rests with American Maglev Technology, Inc. The Committee reviewed the proposed contractual and fiscal relationships between the University and American Maglev Technology with Mr. Fenning and University Counsel. There was a good deal of discussion about this, and the Committee came away from the meeting convinced that the University will suffer no harm should Maglev go under and that Maglev will provide sufficient bonding to protect the University from any such contingencies.

Mr. Fenning also reported on the efforts of the Joint Subcommittee on Higher Education Funding Policies. The proposed base funding guidelines are to be developed through assessment of actual experience or national “best practices,” should balance simplicity with the need to recognize institutional differences, and should complement current funding policies for faculty salaries and the Higher Education Equipment Trust Fund. They should be based upon the analysis of benchmarks, ratios, and other measures allowing analysis of each institution to its national peers or other comparative groups. The base funding recommendations include faculty and non-faculty instructional costs, support services and plant operations and maintenance costs. The staff will report to the two money committees later this month, and the University anticipates that the new guidelines will reflect the need for substantial additional base funding for Old Dominion. Committee members felt that, based on the information provided, Old Dominion University should benefit significantly.

Vice President Fenning distributed a listing of revenue earned by Old Dominion University as a result of providing services to outside agencies, firms and individuals. The University expects to earn approximately \$2.9 million this year for services it provides to agencies such as Tidewater Community College, EVMS, the Governor’s School for the Arts and WHRO, as well as from individuals and groups who have rented space or received catering and other services from the University. The Committee has requested Vice President Fenning to report the projected net income from these contracts at the next meeting.

Mr. William R. Fisher, Acting University Controller, reviewed the Unaudited Financial Statements for the fiscal year ending June 30, 2000. Mr. Fisher described the elements used to categorize activities for reporting purposes and reviewed briefly the Balance Sheet, the Statement of Changes in Fund Balance, and Statement of Current Fund Revenues, Expenditures and Other Changes. Mr. Fisher reported that the assets of the University increased by \$29.6 million in Fiscal Year 2000, or by 8.13 percent, for a total of more than \$393 million. Liabilities decreased by 4.41 percent or \$3.1 million and total \$67.3 million. Fund balances increased by \$32.7 million, or 11.14 percent, and total more than \$326 million.

Mr. Fisher also reviewed selected performance ratios established by the National Association of College and University Business Officers. The net investment in plant to plant debt represents the equity to debt ratio. The standard for higher education is 3 to 1; Old Dominion's ratio is 5.94 to 1. The credit worthiness ratio represents available assets to general liabilities. The higher education standard is 2 to 1; Old Dominion's ratio is almost 5.56 to 1.

The Committee met in Executive Session with the University Auditor for the purpose of reviewing certain departments of the University, specifically the Offices of the President, Institutional Advancement, and Administration and Finance, and to discuss the University's risk assessment and five-year audit plan. Following Executive Session, the Committee reconvened in Open Session and voted to adopt the audit plan for the current academic year. The Committee then heard the standing reports on capital outlay projects and investments.

INSTITUTIONAL ADVANCEMENT COMMITTEE

The Rector called on Ms. Atkinson for the report of the Institutional Advancement Committee. Ms. Atkinson reported that the Institutional Advancement Committee heard a report from Robert Gies, Alumni Association president, who discussed five 2001 themes for the alumni program. These themes are involvement, partnership, visibility, volunteerism and excellence. Mr. Gies said local alumni involvement is being implemented through activities with the new alumni council, college societies, academic disciplines, and admissions.

John Broderick, Vice President for Institutional Advancement, reviewed the progress made to date regarding the 2000-2001 Institutional Advancement challenges which he originally presented during the Board's fall meeting. Vice President Broderick indicated that a series of customer service changes have been implemented in the Office of Admissions, a new home page has been established, and a 9:00 a.m. news update has been added to the University's web site. The University history book was completed on schedule and the dedication of the Northern Virginia Higher Education Center received a significant amount of coverage in *The Washington Post*.

Alonzo Brandon, Executive Director of Foundations, updated the Board on fund raising activities in the Capital Campaign. He gave a brief slide presentation illustrating how the University is able to identify major donors. The total raised for the Capital Campaign is currently \$59,671,901, which represents about 125% of the goal. The Campaign will conclude in May. \$1,848,897 has also been raised for the Annual Fund. Mr. Brandon also discussed with the Committee the role research plays in the development process.

Alice McAdory, Acting Director of Admissions, discussed ways her staff have improved customer services. Telephone service has improved, and a 24-hour response time to admissions inquiries has been established. The University plans to implement an online admissions form in January.

Victoria Burke, Director of Publications, Karen Smallets, Graphic Designer, and freelance writer Maggie Bridges discussed the University's history book. Ms. Atkinson complimented them on the good job that was done on the history book.

Karen Travis, Assistant to the Vice President, discussed university events, including Founders' Day, and Claire Ackiss, Associate Director of Alumni Relations and Coordinator for Government Relations, discussed the alumni legislative network. The network is a vehicle developed to assist the University in its efforts to gain support for higher education, especially Old Dominion University. The chair asked her to involve members of the Board as much as possible in her efforts.

Jennifer Mullen, Associate Director of Media Relations, showcased the latest "Old Dominion University in the News" and discussed how her office is able to get the Old Dominion name out in many different print media and television programs.

STUDENT AFFAIRS COMMITTEE

The Rector called on Mr. Villanueva for the report of the Student Affairs Committee. Mr. Villanueva reported that the Student Affairs Committee had the pleasure of congratulating the field hockey team captains on their national championship. He commended the team not only for their athletic victory but for their team 3.4 GPA.

The Committee considered a request from the student leaders for an increase in the comprehensive fee schedule to support student supported activities. The Rector commented that board members received a handout itemizing the impact of the fee increase which amounts to \$1.00 per credit hour per semester.

The following resolution, which was brought forth as a recommendation of the Student Affairs Committee, was unanimously approved (*Atkinson, Bouffard, Cheng, Graeber, Haddad, Hamm, Hilgers, Lechler, Perry, Villanueva, Wagner, Woolsey*)

MID-YEAR COMPREHENSIVE FEE RESOLUTION 2000-2001

RESOLVED, that upon the recommendation of the Student Body and the Student Affairs Committee, the Board of Visitors approves the following comprehensive tuition cost per credit hour for the 2000-20001 academic year beginning with the Spring 2000-2001 semester and thereafter until otherwise adjusted by the Board of Visitors. Under unusual circumstances, the President may establish tuition rates different from these approved rates. The President must notify the Board of such changes at its next meeting.

Comprehensive Fee Per Credit Hour for the 2000-2001 Academic Year (Mid-Year Increase)

	IN-STATE		OUT-OF-STATE	
	<u>TUITION AND FEES</u>		<u>TUITION AND FEES</u>	
	<u>FROM</u>	<u>TO</u>	<u>FROM</u>	<u>TO</u>
<u>REGULAR SESSION (1)</u>				
Undergraduate (Per Cr Hr)	\$126.00	\$127.00	\$397.00	\$398.00
Graduate (Per Cr Hr)	\$196.00	\$197.00	\$520.00	\$521.00
Teaching Assistant	\$196.00	\$197.00	\$196.00	\$197.00
185 Research Assistant	\$196.00	\$197.00	\$196.00	\$197.00
<u>SUMMER SESSION (1) (Summer 2001)</u>				
Undergraduate (Per Cr Hr)	\$126.00	\$127.00	\$397.00	\$398.00
Graduate (Per Cr Hr)	\$196.00	\$197.00	\$520.00	\$521.00
Teaching Assistant	\$196.00	\$197.00	\$196.00	\$197.00
Research Assistant	\$196.00	\$197.00	\$196.00	\$197.00
<u>HIGHER EDUCATION CENTERS & TELETECHNET COURSES (Outside VA):</u>				
Undergraduate (Per Cr Hr)	\$126.00	\$127.00	\$397.00	\$398.00
Graduate (Per Cr Hr)	\$196.00	\$197.00	\$520.00	\$521.00
<u>TELETECHNET & OFF-CAMPUS COURSES: (Outside Hampton Roads but Within Virginia)</u>				
Undergraduate (Per Cr Hr)	\$120.00	\$121.00	\$300.00	\$301.00
Graduate (Per Cr Hr)	\$196.00	\$197.00	\$520.00	\$521.00

(1) A graduate teaching or research assistant who has completed a master's degree or its equivalent and is admitted as a matriculated student into a doctoral program and enrolls for and completes a minimum of 9 hours of graduate credit per semester or 3 hours in the summer may be granted a waiver of full tuition and fees.

NOTE: The comprehensive fee includes a student activity fee of \$52.79 per credit hour for Norfolk campus courses and \$31.00 per credit hour for Higher Education Centers, TELETECHNET and off-campus courses., and a per credit hour technology fee ranging from \$1.34 to \$3.76 per credit hour.

(2) The per credit tuition and fee rate for TELETECHNET students at locations outside Virginia will be the same as in-state undergraduate and graduate students at the Higher Education Centers within Hampton Roads.

The Committee met electronically with TELETECHNET students at five of the University's 60 distance learning sites and heard about their experiences with the University. The students communicated their positive experiences as distance learning students and the quality education they receive from Old Dominion.

Vice President Burnett provided a report on campus alcohol issues. The University Alcohol Task Force has initiated numerous educational programs, reviewed and effected changes in the University's alcohol policy, and started a student alcohol task force. In light of the recent student death from what appears to be alcohol-related causes, the Committee will continue to closely monitor this issue. Mr. Villanueva complimented President Koch and Vice President Burnett on the fine job they are doing in this area.

OTHER COMMITTEE REPORTS

PRESIDENTIAL TRANSITION COMMITTEE

The Rector called on Ms. Graeber for a report of the Presidential Transition Committee. Ms. Graeber reported that she and the Rector met with President Koch to discuss his view of how the Committee should function in assisting with the transition. The Committee met this past week at her home along with the Rector and established four goals: (1) to introduce Dr. Runte to major prospective donors; (2) to introduce Dr. Runte to additional leading citizens of Hampton Roads; (3) to introduce Dr. Runte to the legislators through various meetings and social functions; and (4) to assure that Dr. Runte's move to the area is a smooth one. President Koch provided the Committee with a list of the dates of Dr. Runte's planned visits to the area as well as a list of the major donors with whom she's already met. Ms. Graeber plans to meet with Dr. Runte tomorrow and the Committee will hold it's next meeting on January 9th.

Rector Kelley thanked Ms. Graeber for her report and added that he considers this to be one of the most important functions of the Board over the coming year.

BYLAWS REVIEW COMMITTEE

The Rector called on Dr. Hilgers for a report of the Bylaws Review Committee. Dr. Hilgers indicated that he sent a memo to the Board last week requesting input on suggested bylaws revisions. Eight individuals have submitted proposed revisions and there appears to be some consensus on some of the proposed revisions thus far. Suggestions are still being accepted. Three suggestions remain outstanding from the former Bylaws Revisions Committee. They are (1) notification and statement of interest in board office; (2) voting procedures; and (3) procedures for replacement of officers. If these suggestions are still relevant, then he would welcome a proposal for the Committee to consider them from any member of the Board. Some of the proposed revisions have addressed recommendations already made by Dr. Fisher in his report. The Committee will meet prior to the retreat to review the proposed changes and will report to the Board at its retreat in January.

In response to a question from Mr. Wagner, Dr. Hilgers indicated that the Board will receive the proposed revisions prior to the retreat. During the retreat the Board will have the opportunity to discuss the proposed revisions and recommend changes. The results of these discussions will be distributed by February with a request for additional input. It is the Committee's goal to have a final draft prepared by April in order to provide the proper 30-day notice of the Board's intent to consider amendments to the Bylaws at the annual meeting in June.

RETREAT PLANNING COMMITTEE

Rector Kelley asked Dr. Hilgers to also provide an update on plans for the upcoming retreat. Dr. Hilgers indicated that he has received twelve responses to his memo regarding attendance and five responses concerning objectives for the retreat. He emphasized that the hotel needs to have the final rooming list for overnight guests by December 22nd. The Committee is still finalizing the agenda for the two-day retreat, and will incorporate suggestions made at today's meeting. Depending on the agenda, it may be necessary to meet for two full days rather than follow the same schedule used last year. He has not yet received any specific suggestions for possible guest speakers.

Ms. Woolsey asked Dr. Hilgers if there was a theme for the retreat which would be helpful in suggesting objectives. Dr. Hilgers indicated that the retreat is designed to be a working session at which the Board will have the opportunity to discuss a variety of topics, including a review of the recommendations pertaining to the Board made in the Fisher report, which should lead to a discussion of the Bylaws revisions, which, in turn, would lead to a discussion of board procedures and related issues.

Ms. Haddad suggested that the Board consider inviting someone to serve as a facilitator for the retreat rather than having a guest speaker. Ms. Graeber commented that the Rector could serve in the role of facilitator; however, Rector Kelley said he would not object to having an outside facilitator. Ms. Graeber also commented that the retreat is an opportunity for the board members to become closer and to discuss issues on a deeper level than a regular meeting usually allows, and so outside influences should be limited as much as possible.

The Rector indicated that he was impressed with Jerry Martin, who spoke at the Boards of Visitors conference sponsored by SCHEV, and suggested him as a potential speaker. Ms. Haddad concurred.

OLD/UNFINISHED BUSINESS

The Rector asked if there was old or unfinished business. There was none.

NEW BUSINESS

The Rector asked if there was any new business to come before the Board. No new business was brought up, but Ms. Graeber took the opportunity to wish everyone a happy holiday and to thank President Koch for today's luncheon.

With no further business to be discussed, a motion to adjourn was made, seconded and unanimously approved. The meeting adjourned at 4:00 p.m.