

**OLD DOMINION UNIVERSITY**

**BOARD OF VISITORS  
EXECUTIVE COMMITTEE**

**Monday, 18 November 1996**

**MINUTES**

The Executive Committee of the Board of Visitors met on Monday, 18 November 1996, at 3:00 p.m. in the Board Room of Webb University Center on the main campus. Present from the Executive Committee were:

Anne B. Shumadine, Rector  
Irvine B. Hill  
Anthony C. Paige  
Anne Marie Whittemore

Also present from the Board of Visitors were:

Jo Ann Blair-Davis  
Joan D. Gifford  
Edward L. Hamm, Jr.

Also present were:

James V. Koch, President  
Ann B. Bohannon  
John R. Broderick  
Dana D. Burnett  
William A. Drewry  
Jo Ann M. Gora  
David F. Harnage  
Patrick B. Kelly  
Donna W. Meeks  
Cecelia T. Tucker  
Philip R. Walzer

**CALL TO ORDER AND APPROVAL OF MINUTES OF THE EXECUTIVE COMMITTEE  
MEETING OF 12 FEBRUARY 1996**

The Rector called the meeting to order and asked for approval of the minutes of the Board of Visitors Executive Committee meeting of 12 February 1996. Upon a motion duly made and seconded, the minutes were approved as distributed.

## **RECTOR'S REPORT**

Ms. Shumadine indicated that President Koch has suggested that the Board of Visitors visit the Joint Training Analysis and Simulation Center (JTASC) on the day of the December 12th board meeting. In order to allow time to do that, the committee meetings will begin at 8:00 a.m., with the visit to JTASC tentatively scheduled for 3:00 p.m. immediately following the meeting of the full Board.

The Rector urged the board members to read the Report on the Academic Presidency, which was written by a committee chaired by former Governor Gerald Baliles. She invited comment from board members for possible discussion at a future board meeting. She concluded her remarks by urging everyone to attend the dedication ceremony for the Powhatan Recreational Complex on Friday at 3:30 p.m.

## **PRESIDENT'S REPORT**

Rector Shumadine called on President Koch for his report. President Koch distributed data comparing general fund contributions per student among states, which showed that the Commonwealth of Virginia ranked 44th among the 50 states in 1995-96. With the added \$200 per student in general funds for the 1996-97 academic year, that ranking would improve to 42nd or 41st, assuming all other states remained the same. In terms of total support for students, however, Virginia ranks 30th among the 50 states. This difference is attributed to tuition.

Making the same comparisons among only the southern states, Virginia ranks above only Louisiana and West Virginia in terms of fund contributions per student. With tuition added, Virginia ranks 5th among those same states.

The last set of data shows the distribution of general funds by the Commonwealth over the years. Between 1985 and 1990, all state programs averaged an increase in spending of 60%. Since 1990 and up through 1998, however, higher education expenditures increased by only 3%, while all other programs averaged a 41% increase.

President Koch commented that, while Old Dominion University did very well during the last session of the General Assembly, there is still a long way to go to restore Virginia's standing in education to a favorable position among the states. Old Dominion University spends approximately \$250 million per year. Of that, approximately \$50 million comes from state appropriations. Although Old Dominion University is a public institution, it increasingly relies on non-state sources of revenue to operate.

## **PRESENTATION ON UNIVERSITY VILLAGE**

Vice President Harnage gave a detailed presentation to the Board on the proposed expansion of the campus and the development of the University Village. He reviewed the history of the master plan, what is contained in the plan, and the current status of activities.

The primary objective of the master plan was to identify a location to build the Convocation Center. As the planning process continued, several other objectives were identified, including the following: expand the campus and meet the University's programmatic needs; provide retail services to support the University community and surrounding residential communities; promote the economic development of the City of Norfolk; improve the safety and appearance of the campus and its surroundings; and create an environment where people feel welcome.

To develop this plan the University created a series of partnerships involving area civic leagues, the City of Norfolk, the Norfolk Redevelopment and Housing Authority, and the area business community. A Real Estate Foundation was created to attract volunteers with an immense amount of real estate and financial experience to advise the University on the plan.

The effort began with the establishment of the Environs Committee which was charged with determining the options available to the University. The committee concluded that the University should develop the land on the east side of Hampton Boulevard. The administration then created a Master Plan Committee, hired a consultant (Ayers Saint Gross), and began working with the City, the City Council, the Norfolk Redevelopment and Housing Authority, and the civic leagues. Ray Gindroz, planning consultant for the City of Norfolk, was intricately involved with the process.

A formal market study was conducted by Hammer Siler George, Associates. The study examined three areas: the retail needs and activities that support both the University community and the surrounding neighborhoods; the research and commercial needs of the University; and the housing needs of the community. The market study revealed that there is a mix of goods and services deemed important by the various constituencies to be included as retail space. The results also indicated that if the plan is completed by the year 2005, there exists the potential for total retail sales approximating \$26.5 million.

In research and commercialization activities, the market study indicated that the area east of Hampton Boulevard could support approximately 270,000 square feet in research programs, with the space being split almost evenly between the University and the commercial sector. The market study also indicated that there is a large residential community surrounding the campus, in addition to university housing. Approximately 2,000 to 2,200 students live in residential housing on campus each year, with an additional 5,000 students living within a mile of campus in market-rate housing.

Vice President Harnage displayed graphic renderings of the proposed University Village. The 75-acre planning area is bounded to the south by 38th Street, on the west by Hampton Boulevard, on the east by Killam Avenue, and on the north by 49th Street. The cornerstone building is the Convocation Center located at 43rd Street and Hampton Boulevard directly across Hampton Boulevard from the existing Batten Arts and Letters Building. Adjoining the Convocation Center are two structured parking garages which will support the Convocation Center itself as well as general parking needs for the development. Along with some surface parking also built into the plan, 5,000 to 5,500 parking spaces would be added.

The retail sector would run along Hampton Boulevard, with the commercial district (for research and commercial office space), directly behind that. The housing quadrant would be located along Killam Avenue. In addition to market housing, the plan calls for the construction of special-function

housing such as a Greek Row for fraternities and sororities and perhaps an Honors College. Several types of green space have been included within the development, the most significant of which is an expansion of Kaufman Mall across Hampton Boulevard. This also functions as the storm water retention and management sector of the development.

The Board of Visitors approved this plan on April 6, 1995. The plan has also gained the support of the Art and Architectural Review Board in Richmond, and the Convocation Center and parking structures were approved by the General Assembly during its 1996 session. Locally presentations of the plan have been made to more than 100 groups, and the University has received letters of support from various organizations.

Several opportunities have presented themselves in association with the east side development, and Vice President Harnage highlighted three. Johnson & Wales Culinary Institute has communicated its desire to relocate its entire operation within the University Village. Several meetings have already taken place, and the administration will be meeting with their corporate representatives regarding a formal proposal before the end of the year. NOAA has expressed an interest in relocating some jobs and creating new jobs within the University Village as part of their Maritime Institute. Finally, the Board of Directors of the Governor's Magnet School for the Arts has passed a resolution asking their Executive Director to work with the University in developing a facility to support that operation within the Village.

Currently the University is working with the Norfolk Redevelopment and Housing Authority to finalize the redevelopment plan. The University, in partnership with the City of Norfolk, is also engaged in a rather comprehensive parking and traffic study with Walter Parking Consultants. The University is very close to releasing an RFP for an operations contract for the Convocation Center and parking facilities. That will enable the administration to include the operator of the facility in the design phase of the project. The University will be releasing an RFP for the architectural and engineering design team either before or immediately following the holidays. Land acquisition for the Convocation Center itself, through the Norfolk Redevelopment and Housing Authority, should begin during the first quarter of 1997.

The Real Estate Foundation is currently engaged in a land donation campaign. The University administration has worked with the Counsel to the Foundation to develop a tax estimation program that allows current land owners to calculate the benefit of donating the land to the Real Estate Foundation, a not-for-profit agency, rather than selling the property outright. The Foundation has also been successful in obtaining funding for land acquisition through donations.

The University now faces the challenge of identifying land acquisition funding for the non-university, commercial development portion of the plan. Through the approval of budgets and the use of current and future revenue from student fees, the Convocation Center and parking facilities are funded from within the University. Other non-state funded buildings, such as university housing, will be funded from non-state revenues from student fees and general revenues of the University. Through partnerships with organizations such as Johnson & Wales and the Governor's Magnet School, revenue-based debt service funding can be used to acquire and develop facilities.

The Rector asked Mr. Harnage to explain the condemnation process and the University's partnership with the NRHA. Mr. Harnage stated that Old Dominion University, as a state institution, has the power of eminent domain for facilities associated directly with the University's activities. Because this plan encompasses far more than the Convocation Center and other university activities, the partnership with NRHA becomes even more important due to their expertise in land assemblage. The University is in the process of finalizing terms of an agreement with the Norfolk Redevelopment and Housing Authority whereby NRHA would be the University's agent in land acquisition, relocation, demolition and remediation. NRHA has had a similar arrangement with the University in the past. Because of this arrangement, condemnation may be based on more general terms such as public use, blight, or infrastructure improvements.

Reverend Paige asked what the reaction has been from current retail operators in the area targeted for the plan. Mr. Harnage commented that most of the retailers are supportive of the plan once they have understood that the University will assist in providing alternate, and in some cases better, facilities. For those types of businesses that do not fit in with the land use plan, whether it be light industrial or commercial businesses, the City's Department of Economic Development is partnering with the University to assist in identifying alternate locations for those businesses within the City of Norfolk.

President Koch summarized that not only is this plan good for Old Dominion University, but it also benefits the City of Norfolk by providing increased tax revenues. A wide variety of jobs will become available in the area as a result for residents of the surrounding communities. This is a win-win proposition which will develop over a period of time, and how quickly this develops depends on some factors that are unknown. The success of the University's Capital Campaign will play a role in how quickly this plan develops.

### **PRESENTATION ON GENERAL EDUCATION REVISIONS**

President Koch commented that the General Education program is the foundation of the University's bachelor's degree offerings. General education requirements are usually revised every ten years and the University is currently revising its 1986 program. He asked Provost Gora to explain it in more detail.

Provost Gora commented that the general education program represents the common core of learning for all undergraduate students. It is the program that every student at the University must take. It is designed to broaden their views of life, increase their understanding of a global and diverse world, and develop analytical and critical thinking skills and the ability to make reasoned judgments. The process to review the University's general education program began in 1994 and recommendations were forwarded to the Faculty Senate in March, 1996. Over a 20-year time period, the requirements have become more specific, with more emphasis on writing competency, oral communication skills, computer literacy, an international perspective, an interdisciplinary perspective, and the learning of science and technology.

The goals of the program are to develop a program that would enable students to (1) develop and demonstrate their oral and written communication skills in English and a foreign language; (2)

develop their mathematical and computer literacy; (3) develop an understanding of science and technology; (4) develop an understanding of human behavior, society and culture, with specific attention to the international perspective and issues related to ethnicity, race and gender; and (5) enable students to integrate knowledge at the advanced level through completion of a minor, an international certificate, or a focus of study on a specific issue from different disciplinary perspectives. Old Dominion University is unique in having both lower and upper division general education requirements.

In developing general education requirements, the University has attempted to stay within the 120-hour curriculum constraints emphasized by the State. The program also attempts to accommodate the increasing number of transfer students who come to the University. In addition, since the state has also placed an increased emphasis on assessment, it was important that the program lends itself well to the assessment process.

In the area of writing competency, the number of credits required for freshman composition has increased to six credits. Added to those six hours is the requirement for a writing intensive course in the major, as well as a writing intensive course at the upper division. Old Dominion University is the only institution in Virginia that has an exit exam of writing proficiency as a requirement for graduation.

The new program also puts an increased emphasis on computer literacy, requiring a course that covers systems hardware and software, applications software, telecommunications and information systems applications. This requirement can be met in the major, but if not the student must take a specific course that includes those components.

Science and technology requirements have also increased. Students must take two different natural science courses, or an 8-hour sequence in a natural science and one course in technology. Once again, part of that requirement can be met in the major.

An interdisciplinary focus has been added to the 1996 plan that did not exist under the 1986 plan. Here the emphasis is at the upper division and students have the option of taking three course sequences on a specific issue from different disciplinary perspectives. The international focus includes courses in the humanities and the social sciences to allow students a comparative perspective in order to understand the more diverse world in which they live.

Provost Gora explained that this curriculum had been developed by a 20-member faculty committee over the course of the last two years. It was sent to the Faculty Senate in March for their approval. The Senate chose not to deliberate on it during the spring or summer semesters, but assigned it to Committee A for review during the fall semester. It is hoped that it will be discussed by the full Senate at its meeting in December.

The Rector commented that this subject was discussed today because of the report each board member received from the National Association of Scholars concerning general education requirements. Provost Gora explained that this group did a study of 50 of the top universities and found that the general education requirements had been watered down over time. What has been demonstrated today is that Old Dominion University's requirements have actually become more

specific and more strict, with increased emphasis on science and technology and on written communication skills. Clusters are used the way the National Association of Scholars agrees they should be used. Students are offered a choice, but it is a choice within a much narrower group of courses.

## **MILITARY TUITION**

President Koch described to the Board the dilemma Old Dominion University faces in the debate concerning in-state versus out-of-state tuition for military and military-related students. This is a very sensitive issue because, on the one hand, Old Dominion University wants to serve and assist the military community, given its importance to the area and to our student body. At the same time, however, the University has a large financial stake should in-state tuition be charged to military and military-related students.

A survey conducted last year indicates that 22% of our total student body of approximately 18,000 is composed of military personnel or their spouses and dependents. Seventeen percent of that 22% are currently paying out-of-state tuition. That equals 665 students, or approximately 459 full-time equivalent students.

The law states that military personnel and their dependents have twelve months from the time they come to Virginia to qualify for in-state status. During those twelve months they pay in-state tuition. At the end of the twelve months, they either must have attained in-state status or begin paying out-of-state tuition rates. The law allows some to pay in-state tuition after the initial twelve months if they are covered under a Special Arrangements Contract between a university and a military base or command.

Each year the General Assembly debates whether state colleges and universities should offer in-state tuition to all military and military-related students. A change in the law would obviously financially impact Old Dominion University. President Koch presented two scenarios and their financial impact on the University. The first scenario assumes that all other public institutions offer the in-state rate, but Old Dominion University does not. The second scenario assumes that all public institutions, including Old Dominion University, offer in-state tuition rates. The numbers clearly illustrate, on its face, that Old Dominion University would fare better financially under scenario one. However, it seems unlikely that the University could sustain itself for very long under these circumstances. There would be immense public pressure on Old Dominion University to match what other institutions are doing. Enrollment of military students would drop as more and more decided to attend Christopher Newport University, Tidewater Community College, or the College of William and Mary.

It seems reasonable, therefore, to consider the second scenario as the more realistic circumstance. While the administration at Old Dominion University desires to offer in-state tuition and fees to military and dependents, because of its proximity to the Naval Base and other military installations, the University would bear most of the financial burden. The preferred circumstance would be the Commonwealth's return to the policy it had some years ago, where it compensated individual institutions for offering in-state tuition.

After a considerable amount of discussion, President Koch concluded that not only would it be better for Old Dominion University to offer in-state tuition to military students and their spouses and dependents from a public relations standpoint, were the law to change, but it would also be easier administratively to do. The financial burden, however, would fall disproportionately on Old Dominion University, and it is hoped that if the law ever does change, the General Assembly would see fit to subsidize Old Dominion University due to its high percentage of military students. This is a sensitive issue, however, and one that arises each year during the General Assembly session. Some feel strongly that all military should be offered in-state tuition, whereas others feel that military should pay in-state tuition only if they pay taxes in Virginia, so thus far the law has not changed.

### **MOTION FOR EXECUTIVE SESSION**

The Rector recognized Reverend Paige, who made the following motion: "Madam Rector, I move that this meeting be recessed, and that we reconvene in Executive Session for the purpose of discussing a potential gift to the University and potential candidates for honorary degrees, as permitted by Subsection (A), Paragraphs (8) and (10) of Section 2.1-344 of the Code of Virginia."

### **RECONVENE IN EXECUTIVE 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 seven (7) in favor and none (0) opposed.

### **CALL FOR NEW BUSINESS AND ADJOURNMENT**

The Rector asked if there was any new business to come before the Board. Hearing none, the meeting was adjourned.