

**OLD DOMINION UNIVERSITY
BOARD OF VISITORS
Friday, June 16, 2023**

MINUTES

The Board of Visitors of Old Dominion University held its annual meeting on Friday, June 16, 2023, at 9:00 a.m. in the Kate and John R. Broderick Dining Commons on the Norfolk campus. Present from the Board:

R. Bruce Bradley, Rector
Yvonne T. Allmond
Robert A. Broermann
Robert S. Corn
Peter G. Decker, III
Jerri F. Dickseski
Toykea S. Jones (via Zoom)
Kay A. Kemper
E.G. Middleton, III
Elza H. Mitchum
Ross A. Mugler
P. Murry Pitts
Maurice D. Slaughter
Keshav Vermani (*Student Representative*)

Absent from the Board:

Dennis M. Elmer
Larry R. Hill
Brian K. Holland
Armistead D. Williams, Jr.

Also present:

Brian O. Hemphill, President	Maggie Libby
Alonzo Brandon	Chrysoula Malogianni
Morris Foster	Donna Meeks
Annie Gibson	Tom Odom
Nina Rodriguez Gonser	Brian Payne
Adam Henken	Chad Reed
Jaime Hunt	September Sanderlin
Amber Kennedy	Ashley Schumaker
Susan Kenter	Wood Selig
Sarah Jane Kirkland	Amanda Skaggs
Casey Kohler	Allen Wilson
Brandi Hephner LaBanc	

CALL TO ORDER AND APPROVAL OF MINUTES

The Rector called the meeting to order at 9:01 a.m. Pursuant to Virginia Code § 2.2-3708.2 and the Board's corresponding policy, Toykea Jones was unable to attend in person due to a work conflict. A quorum of the Board was physically present.

Upon a motion made by Mr. Mugler and seconded by Ms. Dickeski, the minutes of the Board of Visitors meeting held on April 21, 2023, were approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

RECTOR'S REPORT

The Rector complimented President Hemphill and his team on the Commencement ceremonies in May, particularly on the preparation for potential protests against the Governor. He also commended those who were involved in the reaccreditation process, noting that the members of visitation team were quite complementary.

The Rector then called up Ms. Yvonne Allmond, whose eight years of service on the Board is concluding. He read the following Resolution of Appreciation, which was approved by acclamation of the Board, and presented her with the traditional ODU brick bookends and a gift from the Board.

OLD DOMINION UNIVERSITY BOARD OF VISITORS RESOLUTION OF APPRECIATION

Yvonne T. Allmond

WHEREAS, Yvonne T. Allmond was appointed by Governor Terry McAuliffe to the Old Dominion University Board of Visitors on July 1, 2015, and reappointed to a second four-year term by Governor Ralph Northam on July 1, 2019; and

WHEREAS, Yvonne was Secretary of the Board for three years and served as Chair of the Board's Athletics and Student Enhancement & Engagement and Digital Learning Committees and Vice Chair of the Administration & Finance and Governance Committees. She represented the Board on the Barry Art Museum Board of Directors.

WHEREAS, Yvonne has been a strong advocate for Old Dominion University's students, especially in the areas of financial wellness and food insecurity; and

WHEREAS, as a member of the Presidential Search Committee, Yvonne was instrumental in bringing ODU's ninth President, Brian O. Hemphill, Ph.D., to Old Dominion University; and

WHEREAS, during Yvonne's tenure on the Board, the University began several new initiatives, including, but not limited to, ODU*Global*, Online Virginia Network, School of Cybersecurity, Hampton Roads Biomedical Research Consortium, Institute for Coastal Adaptation and Resilience, School of Supply Chain Logistics and Maritime Operations, and the Center for

Telehealth Education and Research at the Virginia Beach Higher Education Center. The University also earned the Carnegie R1 research designation for the first time in its history; and

WHEREAS, the planning for Old Dominion University’s merger with Eastern Virginia Medical School to enhance health care, strengthen educational programs, bolster the workforce pipeline, and address health and economic disparities also began during Yvonne’s tenure; and

WHEREAS, while her tenure on the Board is ending, her commitment to Old Dominion University endures and she will be witness to transformational changes that began under her stewardship.

THEREFORE, BE IT RESOLVED, that the Board of Visitors of Old Dominion University expresses its gratitude to Yvonne T. Allmond for her eight years of service on the Board of Visitors of Old Dominion University.

PRESIDENT’S REPORT

In his report to the Board, President Hemphill said that, as we conclude another academic year in the storied history of Old Dominion University, I am pleased to provide a few updates as we welcome and recognize our fellow Monarchs and plan for the future. We do so at a pivotal time for our campus, our community, and our Commonwealth. As I share the following items, please accept my lasting gratitude for the manner in which this Board has both guided and supported this institution with a tremendous amount of passion and purpose.

Warm Welcome to Brandi Hephner LaBanc, Ed.D.

I want to take this opportunity to formally welcome Brandi Hephner LaBanc, Ed.D., as Old Dominion University’s newest vice president overseeing the Division of Student Engagement and Enrollment Services. Dr. Hephner LaBanc joins the ODU family following a multi-faceted, student-centered career at a myriad of institutions, including The University of Massachusetts Amherst and The University of Mississippi, both flagship Research 1 institutions with more than 31,000 students and 22,000 students, respectively. Throughout her more than 25-year career, she has been focused on the wellbeing of all students, which took shape in her instrumental work on the Okanagan Charter at UMass Amherst and the William Magee Center at Ole Miss. Furthermore, she has spearheaded inclusion work, thereby enhancing campus climate to serve all students equitably. She has also proudly led efforts to enhance campus responsiveness to student needs, specifically focusing on collaborative and systemic approaches to enhancements and solutions. Her collective work to positively impact individual students has included focused efforts to increase engagement and success rates, including the First-Generation and Transfer Task Force at UMass Amherst and strategic collaborations at Ole Miss aimed at significantly improving retention rates.

Dr. Hephner LaBanc has received many accolades and awards throughout her career. In 2020, she was honored as a Pillar of the Profession by NASPA, a member-centered association supporting a diverse and passionate network of 15,000 professionals and 1,200 institutions across the globe. Also, in 2020, she was honored by her alma mater and prior employer, Northern Illinois University, as the inaugural Higher Education and Student Affairs (HESA) Alumni of the Year Award winner. She has also been acknowledged by another alma mater, Kent State University, with an Alumni

Leadership Award from the College of Education, Health, and Human Services and induction into the Hall of Fame. Perhaps her most coveted awards are the ones that have been bestowed upon her by students, such as the Vicki Mahan Ally of the Year; Women's Empowerment Award; and Lift Every Voice Award, which were all received during her tenure at Ole Miss.

At ODU, Vice President Hephner LaBanc is responsible for the critical areas of Admissions; Career Development Services; Center for Major Exploration/Mane Connect Success Coaching; Center for Social Mobility; Counseling Services; Dean of Students Office; Educational Accessibility; Financial Aid; Housing and Residence Life; Intercultural Relations; Military Connection Center; Student Engagement and Traditions; Recreation and Wellness; Student Conduct and Academic Integrity; Student Health Services; Student Transition and Family Programs; and the Women and Gender Equity Center. Dr. Hephner LaBanc will provide needed leadership and strategic focus to design, implement, and monitor enrollment targets and recruitment objectives, as well as tactics and strategies, to advance and enhance the institution's current efforts and overall impact. She will focus on student engagement and enrollment programmatic initiatives that support, embrace, and enhance the diversity and success of the student body, including robust plans and strategies to significantly improve student success measures, especially retention and graduation rates, as well as overall engagement. Please join me in providing a warm Monarch welcome to Vice President Hephner LaBanc, who has almost completed her very first week at ODU!

Sincere Appreciation to Austin Agho, Ph.D.

In formally welcoming Vice President Hephner LaBanc, I would be remiss if I did not take this opportunity to express my sincere appreciation to Provost and Vice President for Academic Affairs Austin Agho, Ph.D., for skillfully leading the Division of Student Engagement and Enrollment Services throughout the first half of this year. Without hesitation, Provost Agho took on additional oversight and responsibility as the Interim Vice President for Student Engagement and Enrollment Services, while also chairing the national search process that led to Dr. Hephner LaBanc's selection. Please join me in providing a hearty round of applause to Provost Agho for his limitless dedication to his profession and our institution!

Early Contributions and Significant Impact of Sarah Jane Kirkland

During the mid-point of the Spring 2023 semester, our institution formally welcomed Sarah Jane Kirkland as the University's first Associate Vice President for Corporate Partnerships. She is no stranger to our campus or our community due to her decade-long tenure at the CIVIC Leadership Institute with approximately three of those years in the position of the President and Chief Executive Officer. Since officially joining ODU in March, Associate Vice President Kirkland has been active in building connections to benefit our institution, especially our students. In meeting with regional businesses and critical industries, she is identifying potential partners and current needs. Early in her tenure, she has focused on creating an infrastructure to facilitate a cohesive model to integrate internships/work-based learning opportunities across campus with strong alignment and direct connections with industry partners. Additionally, she is working to position ODU as the preferred educational partner for business and industry related to workforce development. Please join me in recognizing Associate Vice President Kirkland for her early contributions to our institution and significant impact in our region!

Budget Summit Final Report

Following the April 26, 2023, Budget Summit, a series of recommendations have been finalized from the collaborative work and direct engagement of approximately 200 students, faculty, and

staff who participated in a total of 12 breakout groups during the day-long event. The groups were focused around the topics of efficiencies, innovation, and revenue generation. As such, the Budget Summit Final Report outlines a total of 21 specific strategies that address academic, administrative, financial, technology, and workforce-related enhancements and improvements.

Through a total of six efficiency-related recommendations, the University will examine our historical approaches, current processes, existing systems, and active technologies with the goal of identifying collective inefficiencies, increasing individual effectiveness, and streamlining daily efforts. With five innovative-driven recommendations, the University will prepare for the future and the continued evolutions and new possibilities that make it possible. With the largest area of recommendations totaling ten around revenue generation, the University will maximize our primary resource of people to generate ideas for our future, as well as identify sources of support for our mission of teaching, research, and service while growing our impact, advancing our footprint, and increasing our possibilities. Due to many of the 21 specific recommendations overlapping with goals and strategies outlined in the 2023-2028 Strategic Plan, implementation will occur over the planning cycle.

Fall 2023 Preparations and Preview

With preparations underway across campus for the Fall 2023 semester, we look forward to welcoming our new students and reengaging with our returning students in just a couple of months. As fall approaches, I encourage members of the Board to join the Monarch Nation for our football season opener held on Saturday, September 2, 2023, at Lane Stadium in Blacksburg as we endeavor to continue our winning tradition against Virginia Tech. Also, please plan to attend Homecoming on September 21-23, 2023, including the second annual Monarchs Give Back event, and also the annual State of the University address on Friday, November 3, 2023, beginning at 10:00 AM in Chartway Arena. The 2023-2024 academic year will be defined by remarkable achievements and continued progress.

STUDENT REPRESENTATIVE'S REPORT

In his first report to the Board, Keshav Arun Vermani, who goes by “K,” introduced himself as a sophomore by year and a junior by credits, majoring in Economics with a minor in Computer Science, and will turn 19 in five days. He said that he considers the most important job of being a student representative is not what he reports at Board meetings, but rather how he engages in the with students. He described his direct involvement with the Monarch Gives Back program and student orientations. New Instagram and LinkedIn accounts have been established to create a sense of belonging and bolster the ODU brand.

Mr. Vermani described efforts underway to support the Monarch Pantry, including partnering with the Alumni Association to leverage their non-profit status to create a partnership with the Food Bank of Southeastern Virginia, seeking grant funding from SCHEV under the Hunger Free Campus Act, and seeking sponsorship opportunities. He noted a recent sponsorship of \$2,500 from TowneBank, which will fund the Pantry for about a year.

During the summer months, he is working with student representatives from ODU's sister institutions on a student representative network. among ODU's sister institutions in the Commonwealth. UVa will host an in-person conference this fall and Zoom meetings are being held as well.

EDUCATIONAL MOMENT – SCHOOL OF DATA SCIENCE

Brian Payne, Ph.D., Vice Provost for Academic Affairs and Dean of Interdisciplinary Studies, briefed the Board on the School of Data Science. The School of Data Science brings together more than 200 faculty from across the campus who have expressed interest in data and data science to coordinate current and new data science programming, establish community partnerships, align with regional demand, and coordinate data science institutes. He noted the demand for data science and the work that has been underway to create three new general education courses. A minor in Data Science has been approved and will be offered in the fall and a proposal for a new Data Science bachelor's degree program is at SCHEV for consideration, with a spring start date anticipated. Student surveys have indicated interest in the program, particularly as an online program, and the likelihood of enrolling.

Vice Provost Payne described the new ODU Institute of Data Science in Virginia Beach that will house the undergraduate data science program and feature five data science labs. Vice President Foster has been developing national lab partnerships that will assist in seeking funds and to recruit faculty. The University also did a cluster hire for up to seven faculty in Data Science without specifying a particular discipline. He shared the interdisciplinary degrees currently being offered and the clusters being established across the region to underscore the University's identity in data science.

Dr. Payne shared early victories for the program, including faculty enthusiasm, commitment from deans, stronger connections between tenure-track faculty and research faculty, and alignment with the School of Cybersecurity. He also shared how the School of Data Science is being modeled on the past successes learned with the development of the School of Cybersecurity.

REPORTS OF STANDING COMMITTEES

ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE

Ms. Jones, chair of the Academic and Research Advancement Committee, reported that the Committee discussed in closed session recommendations for faculty representatives to Board of Visitors Committees and the appointment of a faculty member with tenure. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

APPROVAL OF FACULTY REPRESENTATIVES TO BOARD OF VISITORS COMMITTEES

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the following faculty representatives to Board of Visitors committees for the 2023-24 and 2024-25 academic years, effective August 26, 2023: Academic and Research Advancement, David Burdige; Administration and Finance, Wie Yusuf; Athletics, Tatyana Lobova; Audit, Compliance & Human Resources, Steve Hsiung; Student Enhancement & Engagement and Digital Learning, Dennis Gregory; and University Advancement and University Communications, Corrin Gillis.

Dr. David Burdige is Professor and Eminent Scholar of Ocean & Earth Sciences. An internationally-known expert in marine geochemistry, he has spent much of his career studying biogeochemical processes in marine and estuarine sediments and their resulting effects on the cycling of carbon, nitrogen, and trace metals such as iron, manganese and copper. He has published more than 90 peer-reviewed papers, and in 2006 authored the book *Geochemistry of Marine Sediments*, published by Princeton University Press. Burdige is co-Editor in Chief of the journal *Estuarine and Coastal Shelf Science*, an associate editor of the journal *Aquatic Geochemistry*, and a former associate editor of the journals *Marine Chemistry* and *Geochimica et Cosmochimica Acta*. In 2016 Burdige was awarded the NSF Antarctic Service Award Medal in recognition of his valuable contributions to exploration and scientific achievement under the US Antarctic Program, and in 2017 he was elected a Fellow of the Association for the Sciences of Limnology and Oceanography (ASLO) in recognition of his contributions in the field of oceanography and service to the society. A long-time representative on the ODU Faculty Senate, which he also chaired for three years, Burdige is one of the strongest voices of the faculty.

Dr. Corrin Gillis is an Associate Professor of Communication Sciences and Disorders. She began as an Adjunct Professor for ODU in 2007. In 2010, she joined the full-time faculty on the tenure track and was awarded tenure in 2016. Gillis has been an active member of the Faculty Senate for 10 years having served as the Chair of Committee G: Faculty Rank and Remuneration for four years before joining the Executive Committee as Secretary. She served two terms as the Secretary of the Faculty Senate before being elected as the Vice Chair for a one-year term and then being re-elected for another full term. These experiences have fostered a continuing interest in the advancement of ODU as a premier R1, community-engaged institution.

Dr. Dennis E. Gregory is an Associate Professor of Higher Education and Community College Leadership. Prior to coming to ODU in 2000, he served in a variety of student affairs professional positions at five different institutions, including two positions as a senior student affairs officer. Gregory served as a Fulbright Scholar in 2014. He has published over 150 professional and scholarly items and has presented over 250 conference and other scholarly papers and presentations in the US and 14 other countries. He served as Provost's Fellow for the First Amendment from 2018-2020, and has won numerous university, national and international awards, most recently including the Robert H. Shaffer Award for Academic Excellence as a Graduate Faculty Member by NASPA in 2023, the Outstanding Contribution to Student Affairs Through Teaching Award from NASPA Region III in 2022, and the Darden College of Education and Professional Studies Faculty Governance Award for International Outreach in 2022. Gregory served as a Graduate Program Director for 10 years. He is currently serving as the Chair for the Graduate Appeals Committee, has served as chair of the Faculty Grievance Committee, and has been a member of the Faculty Senate for over ten years. Gregory is an internationally known expert on the relationship between the federal government and higher education and the Clery Campus Safety Act, campus policing, and freedom of expression on American campuses. He teaches and does research on higher education law.

Dr. Steve Hsiung is a Professor of Electrical Engineering Technology. Prior to his current position, he worked for Maxim Integrated Products, Inc., Seagate Technology, Inc., and Lam Research Corp., all in Silicon Valley, CA. He also taught at Utah State University and California University of Pennsylvania. Hsiung earned his Ph.D. from Iowa State University in 1992. His research focuses are embedded system designs in applied engineering applications and education in active distance teaching and learning. His research earned three continuous NSF grants and funds from other agencies. He has published 22 peer review journals, given presentations at conferences, and been

invited as a guest speaker by different institutions. Hsiung received awards for Excellence in Discovery, Teaching with Technology, Faculty Research Mentor, and Outstanding Undergraduate Research Mentor. He has been a member of the Faculty Senate since 2018.

Dr. Tatyana Lobova is a Master Lecturer and University Distinguished Teacher in the Department of Biological Sciences. After receiving her Ph.D. in Botany, she conducted research focused on plant-animal interactions in the neotropical rain forests. Her research has been supported by the National Science Foundation, the National Geographic Society, U.S. Fish and Wildlife Services, NSF-NATO Fellowship, Bat Conservation International, and the Beneficia Foundation. Lobova's research was featured in National Geographic Magazine, Bats Magazine, National Public Radio, nature documentary film, and local press. She serves on numerous university committees, chairs Senate Committee A: Undergraduate Curriculum and Programs Committee and is currently Secretary for the Faculty Senate Executive Committee.

Dr. Wie Yusuf is Professor of Public Service in the Strome College of Business. Her expertise is in public budgeting and finance, environmental policy, and transportation policy. As a policy scholar, she focuses on policy issues that emerge at the intersection of governments, non-profit/non-governmental organizations, businesses, and civil society. Yusuf has served as Provost Fellow for graduate education and led the development of the strategic plan for the newly-established Graduate School. She has represented the School of Public Service to the ODU Faculty Senate since 2015, chaired Committee C: Graduate Studies since 2018, and served on the Executive Committee since 2018. Yusuf is a firm believer in shared governance, accountability, stakeholder engagement, and transparency.

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. Jeffrey C. LaCombe as Professor with the award of tenure in the Department of Mechanical and Aerospace Engineering in the College of Engineering and Technology and Associate Dean of Undergraduate and Graduate Education, effective July 25, 2023.

Salary: \$180,000 for 12 months (designated as Associate Dean, Undergraduate and Graduate Education)
Rank: Professor

The following contains my recommendation for the initial appointment with tenure of Dr. Jeffrey LaCombe at the rank of professor in the Department of Mechanical & Aerospace Engineering. Dr. LaCombe received a B.S. in Mechanical Engineering and Materials Engineering from the University of Connecticut and a Ph.D. in Materials Engineering from Rensselaer Polytechnic Institute. Prior to ODU, he was Chair of the Chemical and Materials Engineering Department (July 2015 – December 2022) and Interim Associate Dean for Faculty and Academic Affairs at the University of Nevada, Reno (January 2023 – Present).

The ODU *Teaching and Research Faculty Handbook* states, “The main purposes of tenure are to protect academic freedom and to enable the University to attract and retain a permanent faculty of distinction in order to accomplish its mission.” [p. 60]. The ODU *Teaching and Research Faculty*

Handbook policy on Initial Appointment of Teaching and Research Faculty states a request for initial appointment with tenure at the rank of professor must be “initiated by the chair and reviewed by all tenure review bodies.” The policy also says, “Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position.” [p. 28].

Recommendations were received from the departmental, college, and University promotion and tenure committees, as well as the college dean. The Department Committee (12 –0), College Committee (4–0), and Dean Fridley recommended in favor of initial appointment with tenure. The University Promotion and Tenure Committee (1-4) voted against initial appointment with tenure.

The ODU *Teaching and Research Faculty Handbook* requires the Provost and Vice President for Academic Affairs to confer with the dean and the University Tenure and Promotion committee whenever there is disagreement in the evaluation of the awarding of tenure or in situations in which the Provost has questions. Consistent with this policy, I conferred with Dean Fridley and the University Promotion and Tenure Committee.

I note that in 2006, Dr. LaCombe was tenured and promoted to associate professor at the University of Nevada, Reno, which is an R1 institution of long standing. He has published 30 articles in highly regarded journals in his areas of research expertise, as well as 69 proceedings at prestigious national and international conferences and symposia. His publications have been cited over 1700 times, earning him an h-index of 21. He has supervised 50 research projects supported by highly selective funding agencies such as the National Science Foundation (NSF) and the Department of Energy, with grants totaling \$9.9M (personal share of \$4.7M). These include an extremely competitive NSF Career Award. He has a distinguished record of teaching excellence at all levels, from introductory to doctoral-level instruction. He has mentored five doctoral students and 19 master's students to successfully complete dissertations and theses and advised scores of additional graduate students in their studies. He has provided exemplary service to his university and discipline in many leadership roles, including service on reputable journal editorial boards and as a proposal reviewer for NSF.

Based on my independent evaluation of the materials submitted, including the above recommendations, it is my judgment that Dr. Jeffrey LaCombe clearly exceeds the standards for tenure in the Department of Mechanical & Aerospace Engineering at Old Dominion University. I therefore enthusiastically recommend that he receive tenure and I do so without reservation.

Committee members approved the consent agenda items including the appointment of 40 faculty members and three emeritus/emerita faculty. The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

FACULTY APPOINTMENTS

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

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Nasreen Muhammad Arif Lecturer, Department of Computer Science	\$60,000	7/25/23	10 Mos

Ms. Arif received an M.S. in Computer Science from Old Dominion University and a Bachelor of Science in Computer Engineering from S.S. University of Engineering & Technology. Previously she was a Teaching Assistant in the Department of Computer Science at Old Dominion University.

Dr. Timothy Ryan Baltrip Clinical Assistant Professor, Department of Marketing	\$105,000	7/25/23	10 mos
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Dr. Baltrip received a Ph.D. in Higher Education Administration from the University of South Florida, a Master's degree with an emphasis in Communication and a Master of Divinity from Southern Seminary, and a Bachelor of Arts from Carson-Newman University. Previously he was Dean of the College of Professional Studies, Chair of Business Administration, and Associate Professor of Management and Marketing at Carson-Newman University.

Dr. James E. Bartlett, II Associate Professor, Department of Educational Foundations and Leadership	\$110,000	7/25/23	10 mos
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Dr. Bartlett received a Ph.D. in Vocational Education from Louisiana State University and an M.Ed. and B.S. in Business Education from Indiana University of Pennsylvania. Previously he was Associate Professor of Postsecondary and Career Education and Director of Community College and Career Education Program at North Carolina State University and Executive Director of the Association for Career and Technical Education Research. (new position)

Dr. Michelle E. Bartlett Assistant Professor, Department of Educational Foundations and Leadership (Tenure Track)	\$75,000	7/25/23	10 mos
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Dr. Bartlett received a Ph.D. in Higher Education Leadership from Clemson University, an M.S. in Human Resource Education from the University of Louisville, and a B.B.A. in Business Administration from American Intercontinental University. Previously she was a Provost Faculty Fellow and a Faculty Lead, Raleigh Doctoral Cohort at NC State University. (new position)

Dr. Logan E. Beaver Assistant Professor, Department of Mechanical and Aerospace Engineering (Tenure Track)	\$92,000	7/25/23	10 mos
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Dr. Beaver received a Ph.D. in Mechanical Engineering from the University of Delaware, an M.S. in Mechanical Engineering from Marquette University and a B.S. in Mechanical Engineering from Milwaukee School of Engineering. Previously he was a Postdoctoral Associate in the Division of Systems Engineering at Boston University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Arkaitz Rodas Bilbao Assistant Professor, Department of Physics (Tenure Track)	\$105,00	12/25/23	12 mos

Dr. Bilbao received a Ph.D. in High Energy Physics-Phenomenology and an M.S. in Theoretical Physics from Complutense University, Spain and a B.S. in Physics from the University of the Basque Country, Spain. Previously he had a Nathan Isgur Fellowship in the Center for Theoretical and Computational Physics at Jefferson Lab.

Dr. Kathleen S. Boone Lecturer, Engineering Fundamentals Division	\$72,000	7/25/23	10 mos
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Dr. Boone received a Ph.D. in Civil and Environmental Engineering from the University of Delaware, an M.S. in Environmental Engineering from North Carolina State University and a B.S. in Chemical Engineering from Virginia Polytechnic Institute and State University. Previously she was an Adjunct Professor in the Department of Civil and Environmental Engineering at Old Dominion University and a Research Engineer on a joint project between the University of Delaware and ExxonMobil.

Mr. Jonathan Colen Research Assistant Professor, Joint Institute for Advanced Computing in Health and Climate Studies	\$140,000	11/10/23	12 mos
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Mr. Colen received a Master's in Physics and is expected to receive a Ph.D. in Physics from the University of Chicago and a B.S. in Computer Science, Physics from the University of Virginia. Previously he was a Graduate Research Assistant and Teaching Assistant at the University of Chicago. (Rank is contingent upon completion of Ph.D. requirements by November 2023)

Dr. Lisa G. Cordero Clinical Assistant Professor, School of Nursing	\$127,411	6/10/23	12 mos
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Dr. Cordero received a Doctor of Nursing Practice from Old Dominion University, a Master of Science in Nursing from Virginia Commonwealth University and a Bachelor of Science in Nursing from the University of Virginia. Previously she was an Adjunct Nursing Faculty member at Regent University and a Nurse Practitioner at Sewell's Point Branch Health Clinic. (\$3,500 stipend provided for serving as Family Nurse Practitioner Track Coordinator)

Dr. William Bryce Corlett Research Assistant Professor, Institute for Coastal Adaptation and Resilience	\$120,000	7/10/23	12 mos
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Dr. Corlett received a Ph.D. in Physical Oceanography from the Massachusetts Institute of Technology, an M.S. in Coastal Engineering from the University of Southampton, UK, and a B.S.C.E. in Civil Engineering and a B.S. in Ocean and Earth Science from Old Dominion University. Previously he was a Research Scientist and Coastal Engineer at Moffatt & Nichol, Costa Mesa, California. (new position)

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Laura Costadone Research Assistant Professor, Institute for Coastal Adaptation and Resilience	\$90,000	8/25/23	12 mos

Dr. Costadone received a Ph.D. in Earth, Environment and Society from Portland State University, an M.S. in Plant Pathology from Washington State University and a B.S. and M.S. in Agricultural and Environmental Science from the University of Turin, Italy. Previously she was a Senior Researcher at Finnish Environment Institute, Finland. (new position)

Dr. Zachary F. Deak Assistant Professor, F. Ludwig Diehn School of Music (Tenure Track)	\$64,000	7/25/23	10 mos
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Dr. Deak received a Doctor of Musical Arts degree in Piano Performance from the University of Southern California Thornton School of Music, a Masters degree in Piano Performance from the Royal College of Music, London and a Chamber Music Diploma (Concertiste) from Conservatoire de Paris. Previously he was Keyboard Area Coordinator and Lecturer in Piano Performance at California State University Los Angeles.

Ms. Elizabeth A. Devore Lecturer, Engineering Fundamentals Division	\$70,000	7/25/23	10 mos
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Ms. Devore received an M.S. in Electrical Engineering – Power Systems and a Bachelor of Electrical Engineering and is pursuing a Ph.D. in Electrical Engineering from Auburn University. Previously she was a Graduate Teaching Assistant in the Department of Electrical and Computer Engineering at Auburn University.

Dr. Saikou Y. Diallo Research Professor, School of Data Science	\$190,000	6/25/23	12 mos
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Dr. Diallo received a Ph.D. and an M.Sc. in Modeling and Simulation and a B.S. in Computer Engineering from Old Dominion University. Previously he was a Science and Technology Advisor for the Defense Advanced Project Research Agency and a Chief Scientist in the Virginia Modeling, Analysis and Simulation Center at Old Dominion University.

Dr. Rishi Drolia Assistant Professor, Department of Biological Sciences (Tenure Track)	\$90,000	7/25/23	10 mos
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Dr. Drolia received a Ph.D. in Molecular Microbiology from Purdue University, an M.S. in Immunology and Microbiology from Kansas State University, an M.Sc. in Biochemistry from the University of Pune, India and a B.Sc. in Microbiology from Bharati Vidyapeeth University, India. Previously he was Assistant Professor in the Department of Biological Sciences at Eastern Kentucky University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Rodney P. Gaines Lecturer, Department of Human Movement Sciences	\$62,000	7/25/23	10 mos

Dr. Gaines received a Ph.D. in Education, Curriculum, and Instruction, an M.S. in Physical Education and a B.S. in Finance from Virginia Polytechnic Institute and State University. Previously he was an Assistant Professor of Kinesiology at Hampton University.

Dr. Kelli M. Garber Visiting Clinical Assistant Professor, School of Nursing	\$105,000	7/25/23	10 mos
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Dr. Garber received a Doctor of Nursing Practice from Old Dominion University, a Master of Science in Advanced Practice Pediatric Nursing from the University of Maryland and a B.S.N. from Johns Hopkins University. Previously she was a Lecturer at Clemson University and an Adjunct Clinical Assistant Professor in the School of Nursing at Old Dominion University. (designated as Program Director of the Doctor of Nursing Practice-Advance Practice)

Mr. Larry J. Giddens, Jr. Lecturer, F. Ludwig Diehn School of Music	\$50,000	7/25/23	10 mos
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Mr. Giddens received a Master of Music Education, Pedagogy from Old Dominion University, a Bachelor of Music in Vocal Performance from the University of Colorado, and is expected to receive a Doctor of Music Education from Liberty University. Previously he was a Lecturer of Music in Voice in the F. Ludwig Diehn School of Music at Old Dominion University.

Dr. Alex Gnech Assistant Professor, Department of Physics (Tenure Track)	\$105,000	12/25/23	12 mos
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Dr. Gnech received a Ph.D. in Astroparticle Physics from Gran Sasso Science Institute, Italy, a Master degree in Physics from the University of Pisa, Italy and an Undergraduate degree in Physics from the University of Trieste, Italy. Previously he was a Postdoctoral Fellow at the ECT - European Center for Theoretical Nuclear Physics and Related Areas, Italy.

Dr. Katia Y. Hall Clinical Assistant Professor, School of Nursing	\$105,600	6/10/23	12 mos
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Dr. Hall received a D.N.P. from Frontier Nursing University, a Certificate in Psychiatry from George Washington University, an M.S.N. from Old Dominion University, a Nursing Diploma from Sentara School of Health Professions and a Bachelor's in Biology from Virginia Wesleyan College. Previously she was an Assistant Professor at Frontier Nursing University. (designated as Director, Psychiatric Mental Health Nurse Practitioner Program)

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Heather M. Hancock Lecturer, School of Nursing	\$86,500	6/10/23	12 mos

Ms. Hancock received a Master of Science in Nursing Education from Duke University and a Bachelor of Science in Nursing from the University of Virginia. Previously she was an Adjunct Instructor in the School of Nursing at Old Dominion University and a Nursing Professional Development Generalist for Sentara Home Health.

Dr. Mahmud Hasan Lecturer, Department of Interdisciplinary Studies	\$85,000	7/25/23	12 mos
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Dr. Hasan received a Ph.D. in Computational Modeling and Simulation Engineering from Old Dominion University and an M.S. and B.S. in Applied Physics, Electronics and Communication Engineering from the University of Dhaka, Bangladesh. Previously he was an Instructor of Game Programming at Southern New Hampshire University.

Mr. Nathan Q. Holland Lecturer, Engineering Fundamentals Division	\$70,000	7/25/23	10 mos
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Mr. Holland received a Master of Engineering in Acoustics from the Pennsylvania State University, a B.S. in Mechanical Engineering from Rochester Institute of Technology and is pursuing a Ph.D. in Mechanical Engineering at Old Dominion University. Previously he was a Lead Graduate Teaching Assistant at Old Dominion University.

Dr. Emily E. Horvath Clinical Assistant Professor, School of Nursing	\$106,500	6/10/23	12 mos
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Dr. Horvath received a Doctor of Nursing Practice and Master of Science in Nursing, Family Nurse Practitioner from Old Dominion University and a Bachelor of Science in Nursing from the University of Texas at Arlington. Previously she was a Clinical Assistant Professor in the School of Nursing and a Nurse Practitioner, Community Cares at Old Dominion University.

Dr. Szilvia Kadas Assistant Professor, Department of Art (Tenure Track)	\$65,000	7/25/23	10 mos
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Dr. Kadas received a Ph.D. in Human and Community Development and an M.A. in Art History from West Virginia University, an M.F.A. in Graphic Design from the University of Arkansas and a B.DES. in Visual Communication from Bezalel Academy of Arts and Design, Israel. Previously she was Assistant Professor of Graphic Design and Digital Media at the State University of New York, Cortland.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Shirel R. Kahane-Rapport Assistant Professor, Department of Biological Sciences (Tenure Track)	\$87,000	12/25/23	10 mos

Dr. Kahane-Rapport received a Ph.D. in Biology from Stanford University and a B.Sc. in Marine and Freshwater Biology from the University of Guelph, Canada. Previously she was a Postdoctoral Research Fellow in Biology, National Science Foundation, at California State University, Fullerton.

Dr. Barbara J. Kraj Associate Professor (Tenured), Dean's Office, College of Health Sciences	\$157,000	7/25/23	12 mos
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Dr. Kraj received a Ph.D. in Health Related Sciences from Virginia Commonwealth University and an M.S. in Biology from the University of Silesia. Previously she was Associate Professor and Medical Laboratory Science Program Director at Old Dominion University. (designated as Associate Dean of Education & Innovation, College of Health Sciences)

Dr. Maria A. Kronenburg Clinical Associate Professor, School of Community and Environmental Health	\$95,000	7/25/23	10 mos
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Dr. Kronenburg received a Ph.D. in Urban Services/Health Services Concentration and an M.B.A. from Old Dominion University and a B.S. in Mathematics from the College of William and Mary. Previously she was Assistant Professor of Healthcare Management at the University of Virginia/Site Director TCC-UVA extension and Program Administrator of Health Sciences Management programs-UVA School of Continuing and Professional Studies.

Ms. Tabitha L. Lumpkin Lecturer, School of Nursing	\$73,400	7/25/23	10 mos
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Ms. Lumpkin received an M.S.N. and a B.S.N. from Walden University. Previously she was a Clinical Adjunct Instructor at Rappahannock Community College and a Travel Registered Nurse for AYA Healthcare at the University of Virginia Pediatric Intensive Care Unit.

Dr. Moises O. Mina, Jr. Visiting Assistant Professor, Department of Sociology and Criminal Justice	\$52,000	7/25/23	10 mos
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Dr. Mina received a Ph.D. in Criminology and an M.A. in Applied Sociology from Old Dominion University and a B.A. in Sociology from Saint Leo University. Previously he was an Adjunct Faculty member in the Department of Sociology and Criminal Justice at Old Dominion University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Dr. Hyoshin (John) Park Associate Professor, Department of Engineering Management & Systems Engineering (Tenure Track)	\$110,000	7/25/23	10 mos

Dr. Park received a Ph.D. in Civil and Environmental Engineering from the University of Maryland and an M.S. in Transportation Engineering, a B.S. in Urban Planning and Engineering and a B.S. in Physics from Yonsei University. Previously he was an Assistant Professor in the Department of Computational Data Science and Engineering at North Carolina Agricultural and Technical State University.

Ms. Maria J. Gomez Periago Lecturer, Department of World Languages and Cultures	\$55,000	7/25/23	10 mos
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Ms. Periago received a Master's and Bachelor's degree in Education from the Universidad de Murcia, Spain. Previously she was a Spanish K-12 Teacher at Woodside High School, Newport News Public Schools and a Spanish Adjunct Professor at Old Dominion University.

Dr. Michael Pokojovy Associate Professor, Department of Mathematics and Statistics (Tenure Track)	\$126,316	8/10/23	10 mos
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Dr. Pokojovy received a Ph.D., M.S. and B.S., in Applied Mathematics and Statistics from the University of Konstanz, Germany. Previously he was Assistant Professor of Data Science and Statistics in the Department of Mathematical Sciences at the University of Texas at El Paso.

Mr. John C. Rinciari Lecturer, Department of Sociology and Criminal Justice	\$52,000	7/25/23	10 mos
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Mr. Rinciari received an M.A. in Sociology from New School for Social Research, an M.A. in Social Sciences from William Paterson University, and a B.S. in Business Administration from Appalachian State University. Previously he was a Sociology Instructor at Old Dominion University and an Adjunct Instructor of Sociology at Tidewater Community College.

Ms. Jamie V. Robertson Assistant Professor, Department of Art (Tenure Track)	\$60,000	7/25/23	10 mos
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Ms. Robertson received an M.F.A. in Studio Art from the University of Houston, an M.S. in Art Therapy from Florida State University and a B.A. in Art from the University of Houston. Previously she was a Lecturer in the Department of Art at Sam Houston State University.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Mr. David Robledo, Jr. Lecturer, Department of English	\$52,900	7/25/23	10 mos

Mr. Robledo received an M.A. in English – Writing concentration from Texas A&M University, a B.A. in English from Texas State University and is a Ph.D. candidate in Technical Communication and Rhetoric at Texas Tech University. Previously he was a Lecturer in the Comparative Media Studies/Writing Department at the Massachusetts Institute of Technology.

Dr. Thomas Stieve Lecturer, Department of Geography and Political Science	\$54,000	7/25/23	10 mos
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Dr. Stieve received a Ph.D. in Development and Environment from the University of Arizona, an M.L.S. and an M.A. in Geography from SUNY University at Buffalo, and a B.A. in International Studies from New York University. Previously he was an Instructor at the University of Arizona.

Dr. Daniel Takabi Professor, School of Cybersecurity	\$275,000	7/25/23	10 mos
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Dr. Takabi received a Ph.D. in Information Science and Technology (Cybersecurity) from the University of Pittsburgh, an M.Sc. in Information Technology from Sharif University of Technology and a B.Sc. in Computer Engineering from Amirkabir University of Technology. Previously he was Founding Director of the INformation Security and Privacy Interdisciplinary Research and Education (INSPIRE) Center, Professor of Computer Science, and Affiliate Professor of Computer Information Systems at Georgia State University. (\$45,000 stipend for serving as Director of the School of Cybersecurity and Research Director of the Coastal Virginia Center for Cyber Innovation; designation as Batten Endowed Chair of Cybersecurity)

Mr. William H. Truran Assistant Professor, Department of Art (Tenure Track)	\$65,000	7/25/23	10 mos
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Mr. Truran received an M.F.A. in Visual Communication Design from Rochester Institute of Technology and a B.F.A. in Graphic Design from William Paterson University. Previously he was an Assistant Professor in Graphic Design at Doane University.

Dr. Cong Wei Assistant Professor, Department of Mechanical & Aerospace Engineering (Tenure Track)	\$92,000	7/25/23	10 mos
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Dr. Wei received a Ph.D. in Mechanical Engineering from the University of Delaware, a Master of Engineering from Harbin Engineering University, China and a Bachelor of Engineering from Ningbo University, China. Previously he was a Postdoctoral Associate in the Maryland Robotics Center at the University of Maryland, College Park.

EMERITUS/EMERITA APPOINTMENTS

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

<u>Name and Rank</u>	<u>Effective Date</u>
Mona Danner Professor Emerita of Sociology and Criminal Justice	August 1, 2023
Robert A. Gable Eminent Scholar Emeritus and Professor Emeritus of Communication Disorders and Special Education	June 1, 2023
Emilia Oleszak Associate Professor Emerita of Biological Sciences	June 1, 2023

MONA J.E. DANNER

Mona J.E. Danner earned a BA in Psychology and Administration of Justice from University of Missouri-Kansas City, an MA in Criminology and Corrections from Sam Houston State University, and a PhD in Sociology: Justice from American University. She joined Old Dominion as an Assistant Professor of Sociology and Criminal Justice in 1993 and achieved the rank of Professor in 2007. In addition to being Department Chair, Danner has been Graduate Program Director three times of two different programs, Associate Dean of the College of Arts & Letters, and led the development of ODU's 2012 Quality Enhancement Plan required for university accreditation. She is the recipient of the College of Arts & Letters Outstanding Service to College Award 2023, College of Arts & Letters Senior Scholar Lecturer 2023, Provost's Award for Faculty Mentorship 2022, Champion of Diversity Award 2011, University Women's Caucus Outstanding Contributions to Women and Women's Issues 2004, and the Women's Studies Junior Faculty Lecturer 1995.

Danner's research and teaching focuses on the distribution of socially valued resources – the things that count – to different categories of people (by gender, race, and class) across social institutions (including education; housing; health and health care; crime, victimization, and punishment), and the ways that the social structure influences social interactions and individual behavior. She served on 44 dissertation and thesis committees.

In addition to one book and more than 35 scholarly journal articles, several of which have been reprinted repeatedly, Danner has published op-eds, been featured in television and radio interviews, and been quoted by the popular print media more than 30 times. She has presented at conferences throughout the U.S., in Europe, Latin America, Australia, and at the NGO Forum held in conjunction with the 1995 United Nations Conference on Women in Beijing, China. A reviewer for numerous scholarly journals, she has served as associate editor or on the editorial board of four journals, and as a reviewer for NIH and NSF grants and for departmental and graduate programs. Danner regularly conducts workshops on equity, diversity, inclusion, and belonging, micro-

aggressions and microinterventions, issues for women in the academy and on the process of negotiating academic contracts and life and serves as a coach and mentor.

ROBERT GABLE

Robert “Bob” Gable earned a BS in Art Education from Kutztown State University followed by an MS in Special Education from Marywood College and both an EdS and PhD in Special Education from Vanderbilt University. He began his career as a special education teacher, then administrator, at three different alternative educational settings before becoming faculty in teacher preparation programs at Vanderbilt University, the University of Pittsburgh, and Old Dominion University (ODU). Gable joined ODU as an Associate Professor of Special Education in 1984, achieved the rank of professor in 1990, and was designated an Eminent Scholar in 1994. Furthermore, he earned the designation of Constance F. and Colgate W. Darden Professor in 2002.

In his 45 years as faculty in teacher preparation, Gable taught thousands of students in topics related to functional behavior assessment and behavior intervention, and he has published over 300 peer-referred journal articles, monographs, book chapters, and edited textbooks. He co-founded, and is the co-director of, the Center for the Implementation and Evaluation of Education Systems (CIEES). Through his extensive grant work, both singly and with colleagues, Gable has secured over \$60 million dollars of external funding from regional research centers, private foundations, and state and federal agencies.

Gable has served as President of the Council for Children with Behavioral Disorders and on the Executive Board of the International Association of Special Education and Services. He received a Senior Fulbright Scholarship and taught undergraduate courses in special education at Hanoi National University of Education, Hanoi, Vietnam. Gable has earned over two dozen professional awards at the university, state, national, and international level, including the Alan Rufus Tonelson Distinguished Faculty Award at ODU, the Christa McAuliffe Award for Excellence in Teacher Education from the American Association of State Colleges and Universities, both the Outstanding Leadership Award and the Lifetime Leadership Award from the Council for Children with Behavioral Disorders, and the 2023 Romaine P Mackie Award from the Council for Exceptional Children, Division of Leaders and Legacy.

EMILIA OLESZAK

Emilia Oleszak joined the Department of Biological Sciences at Old Dominion University as an Associate Professor in 2007. She received an MS/BS degree in Pharmacy from the Medical School of Wroclaw, Division of Pharmacy, Wroclaw, Poland and a PhD in Virology from the Hirsfeld Institute of Immunology and Experimental Therapy, Polish Academy of Sciences, Wroclaw, Poland. Prior to joining Old Dominion University, she was a tenured Associate Professor of Anatomy and Cell Biology at the Fels Institute for Cancer Research and Molecular Biology, Temple University School of Medicine. Oleszak also held positions at the University of Texas Medical School in Houston, University of Texas Health Science Center in Houston, Yale University School of Medicine, and the Memorial Sloan-Kettering Cancer Center in New York City.

Oleszak has made a number of important research discoveries. She demonstrated the competing actions of growth factors and interferons. Also, she demonstrated the transforming properties of Creutzfeldt-Jacob disease brain tissue. Oleszak investigated the immunopathogenesis of Multiple

Sclerosis and the molecular basis of virally induced demyelinating diseases. She also studied T cells in chronic inflammation and T-cell antigen receptors. She has published extensively in the literature and has presented her work in many scientific meetings.

Oleszak has been awarded approximately \$4.5 million in research and training grant support as principal investigator/co-principal investigator/co-investigator/training grant preceptor from the National Institutes of Health (NIH), the National Multiple Sclerosis Society, the Stanley Foundation, The Texas Higher Education Coordination Board, the Commonwealth of Pennsylvania, the Eleanor Naylor Dana Charitable Trust, industry, and others.

Oleszak was the PhD thesis advisor/co-advisor of seven PhD students (all graduated) and two MS students and has trained seven postdoctoral fellows and other scientists. Most of them hold faculty positions and have independent research programs in the U.S. and abroad. She has served on NIH Study Sections and on Editorial Boards. Oleszak has received several Shining Star awards at ODU, and she was awarded the prestigious Commonwealth Fellowship while at Yale University School of Medicine.

Committee members approved proposed revisions to the Board of Visitors policies on Tenure and Promotion in Rank. The proposed revisions will be reviewed by the Governance Committee and presented to the Board for approval at the September meeting.

Committee members approved a proposal to form two academic departments in the Joint School of Public Health; a proposal to form two academic departments in the School of Nursing; proposed reorganization of the Darden College of Education and Professional Studies; a resolution recognizing the ten appointment, promotion, and tenure policies that apply to the School of Medicine and School of Health Professions Faculty upon integration (anticipated by January 1, 2024); proposed policies and procedures relating to faculty appointment, promotion, and tenure of Eastern Virginia Medical School (EVMS) faculty; a resolution to endorse the Faculty Senate chairs' recommendation of the cadence for appointment, promotion, and tenure policy review; and a resolution to acknowledge the engagement and cooperation of the Old Dominion University Faculty Senate in support of the integration with EVMS.

The following resolutions were brought forth as recommendations of the Academic and Research Advancement Committee and were approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

PROPOSAL TO FORM TWO ACADEMIC DEPARTMENTS IN THE JOINT SCHOOL OF PUBLIC HEALTH

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves creating two academic departments in the Joint School of Public Health pending approval by the Council on Education for Public Health and the State Council of Higher Education for Virginia.

Rationale: On December 10, 2020, the Board of Visitors of Old Dominion University approved the name change of the School of Community and Environmental Health to be called School of Public Health, effective July 1, 2021. Due to School of Public Health accreditation requirements, the name change has not yet officially taken place. In August of 2021, the Presidents of Norfolk State University (NSU), Eastern Virginia Medical School (EVMS), and Old Dominion University (ODU) signed a Memorandum of Understanding to signify the creation and commitment of support for a Joint School of Public Health. Since that signing, faculty and administration from NSU, EVMS, and ODU have worked to develop the Joint School. Academic efforts have included development of common curricula, assessment methods, and accreditation. Representatives from the Registrars, Financial Aid, and Admissions have worked to address operational applications, policies, and procedures.

In December 2022, the Initial Application Submission (IAS) for the Joint School of Public Health was presented to the Council on Education for Public Health (CEPH). In January 2023, CEPH approved the Joint School of Public Health as an applicant for accreditation. The approved IAS provides a two-year window in which the proposed School must convert from applicant status to accredited status.

A required milestone for approval to form the Joint School of Public Health is submission of a complex organizational change form to the State Council of Higher Education for Virginia (SCHEV). Approval of the formation of departments within the Joint School of Public Health is required prior to submission of the complex organizational change form.

To meet ODU Faculty Promotion and Tenure guidelines in accordance with Faculty Senate, the Teaching and Research Faculty Handbook, and University requirements, the proposed School of Public Health will have two academic departments. These departments allow for future growth while featuring traditional public health disciplines. Each department will contain the requisite faculty to align to ODU institutional processes for tenure and promotion. The two departments will encompass the diverse expertise and experience of faculty and staff across the three institutions. Faculty and staff participated in meetings and surveys to discuss and share feedback on department names and their organization, and, after careful consideration, two new department names are requested.

Department of Epidemiology, Biostatistics, and Environmental Health
Department of Health Behavior, Policy, and Management

The formation of these departments in the Joint School of Public Health will include faculty and staff from programs based at ODU, NSU, and EVMS. The School has developed decision-making processes and infrastructure across the three institutions to ensure the success of the partnership.

PROPOSAL TO FORM TWO ACADEMIC DEPARTMENTS IN THE SCHOOL OF NURSING

RESOLVED, that upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves creating two academic departments in the School of Nursing pending approval by the State Council of Higher Education for Virginia.

Rationale: On January 25, 2023, an organizational change at ODU resulted in the School of Nursing reporting directly to the Provost and no longer to the Dean of the College of Health Sciences. In a short time, the School of Nursing and ODU have benefited from this reorganization in a way that makes the School more visible to stakeholders, maximizes administrative efficiencies, boosts morale among faculty and staff, and has opened doors to possible new donors and enhanced alumni engagement.

As such, the School seeks to establish two departments that will enhance workflow, better define faculty and staff roles and responsibilities, create opportunities for leadership development for faculty, and enable the school to function within the policies and procedures described in the Teaching and Research Faculty Handbook.

Department of Advanced Practice Nursing
Department of Professional Nursing

The Department of Advanced Practice Nursing, to be led by an Interim Department Chair, would house and have oversight of the programs leading to the Master of Science in Nursing and the Doctor of Nursing Practice degrees. Master of Science in Nursing programs include Family Nurse Practitioner, Pediatric Nurse Practitioner, Psychiatric Mental Health Nurse Practitioner, Neonatal Practitioner, Adult-Gerontology Clinical Nurse Specialist/Educator, Pediatric Clinical Nurse Specialist, Neonatal Clinical Nurse Specialist, Nurse Midwifery, and the post-Master's certificate programs for Nurse Educator, Neonatal Physician Assistant, Adult Gerontology CNS, Family Nurse Practitioner, and Psychiatric Mental Health Nurse Practitioner. Doctor of Nursing Practice programs include Advanced Practice, Nurse Executive and Nurse Anesthesia.

The Department of Professional Nursing, to be led by an Interim Department Chair, would house and have oversight of the programs leading to a Bachelor of Science in Nursing (BSN) degree. These programs include BSN Pre-licensure, an entry-level program for students from a variety of educational backgrounds, BSN Concurrent Enrollment, for students enrolled in an Associate Degree in Nursing program who wish to work on course leading to the baccalaureate degree, and BSN Post-licensure, for students who are Registered Nurses with associate degrees wishing to advance their education to the baccalaureate level.

Formerly the Undergraduate Program Director, Dr. Lynn Wiles, RN, PhD, would serve as the Interim Chair of the Department of Professional Nursing (BSN). Dr. Wiles has served in various leadership positions in the School of Nursing at ODU for nearly 27 years and is assisted by an undergraduate program coordinator, 18 full-time faculty, 20 adjunct faculty, two clinical placement specialists, a simulation coordinator, and the Chief Academic Advisor.

Formerly the Graduate Program Director, Dr. Janice Hawkins, RN, CNS, PhD, would serve as the Interim Chair of the Department of Advanced Practice Nursing. Dr. Hawkins has served in various leadership positions in the School of Nursing for over 15 years and is assisted by two graduate

program coordinators, 16 full-time faculty of which 6 serve as program track directors, 20 adjunct faculty, two clinical placement specialists, and a simulation coordinator.

Funding has been earmarked for stipends for the interim department chairs and program directors from the School's existing operating budgets. The School expects to incur no new expenses beyond those created by increased enrollment.

PROPOSED REORGANIZATION OF 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 reorganization of the Darden College of Education and Professional Studies pending approval by the State Council of Higher Education for Virginia.

Rationale: The Program Prioritization Initiative (PPI) report completed in 2022 by the Office of Academic Affairs included actions to improve the overall viability of academic programs and the effectiveness and efficiency of key academic support areas. An outcome was the migration of the following programs from the Darden College of Education and Professional Studies (DCEPS) to the College of Health Sciences effective for the 2023-2024 academic year:

- Exercise Science
- Speech-Language Pathology
- Recreation Therapy

These program migrations have an impact on the size and functionality of departments in the DCEPS. For business efficiency, it was determined that the college would reduce departments from six to five. Based on faculty feedback, it was also determined that a comprehensive assessment of current programs was needed to determine department configurations that would optimize scholarship, teaching, and service, and best meet the needs of the faculty and students.

Consequently, an open forum was held to establish a process, each program in the college provided a summary that was shared across all programs, a faculty survey was implemented to solicit recommendations for department configurations, results were analyzed and summarized by department chairs, associate deans, and the dean, and faculty from programs interested in joining were brought together for discussions. The DCEPS Dean's Office used this information to determine final department configurations, which include the following:

- Department of Counseling & Human Services: No changes
- Department of Teaching & Learning: No changes
- Department of Special Education, Tourism, and Sport Sciences (SETS): Special Education, Health & Physical Education, Sport Management, and Park, Recreation & Tourism Studies
- Department of Educational Leadership, Policy, and Workforce Development: Higher Education, Community College Leadership, Occupational & Technical Studies, Career & Technical Education, and Educational Leadership

- Department of Learning and Information Sciences: Library & Information Studies, Educational Psychology & Program Evaluation, and Instructional Design & Technology

The formation of these new department configurations will promote future growth, research productivity, and meaningful community engagement. The proposed names reflect the wider work that is currently occurring in the disciplinary fields housed in the departments. Each department will contain the requisite faculty to align with the college’s institutional processes for tenure and promotion. Budgets for each of the departments will be reallocated utilizing the college’s non-personnel services funding formula and according to other funding associated with each individual program, such as online programming, contract courses, indirect cost allocation, and gift funds.

**RESOLUTION BY THE OLD DOMINION UNIVERSITY BOARD OF VISITORS
RECOGNIZING THE TEN APPOINTMENT, PROMOTION, AND TENURE POLICIES
THAT APPLY TO THE SCHOOL OF MEDICINE AND SCHOOL OF HEALTH
PROFESSIONS FACULTY UPON INTEGRATION
(Anticipated January 1, 2024)**

WHEREAS, Old Dominion University and the Eastern Virginia Medical School, with the support and engagement of the faculty, will merge and create the Eastern Virginia Health Sciences Center at Old Dominion University; and

WHEREAS, during the 2023 legislative session, the Virginia General Assembly passed legislation necessary to complete and effectuate the planned merger; and

WHEREAS, the faculty of Old Dominion University have voted to amend their faculty constitution to recognize the faculty of the Eastern Virginia Medical School, upon integration, as members of the ODU academic community; and

WHEREAS, the principle of shared governance provides faculty with a voice in the shaping the policies that govern them inclusive of appointment, promotion, and tenure (APT); and

WHEREAS, the Board of Visitors of Old Dominion University formally recognizes that in March of 2023, the faculty of the School of Medicine (SOM) and School of Health Professions (SHP), as well as the Eastern Virginia Medical School Board of Visitors, approved the appointment, promotion, and tenure policies and acknowledged the ODU policies that will govern them upon integration;

THEREFORE, BE IT RESOLVED, the Board of Visitors of Old Dominion University formally recognizes and approves the attached appointment, promotion, and tenure policies that apply to the SOM and SHP faculty upon integration (anticipated January 1, 2024); and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University recognizes and acknowledges that, upon integration (anticipated January 1, 2024), the SOM and SHP faculty will follow the Handbook for EVMS School of Medicine (SOM) and School of Health Professions (SHP) Faculty at Old Dominion University (ODU), which contains the appointment, promotion, and tenure policies approved by the EVMS SOM and SHP faculty; and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University affirms its long-standing commitment to shared governance and looks forward to the future forward-focused efforts of the ODU Faculty Senate, with representation from the School of Medicine and School of Health Professions upon integration.

Rationale: This resolution formally adopts the APT policies that will apply to the School of Medicine and School of Health Professions upon integration. It acknowledges that this will require two faculty handbooks and it acknowledges that that faculty handbook for the SOM and SHP contains all of the non-APT policies found in the ODU faculty handbook.

The resolution also acknowledges that the ODU faculty have amended their constitution, formally recognizing their new EVMS colleagues as members of the faculty forum upon integration, and it acknowledges that the ODU Faculty Senate, once it has seated its new representatives from the SOM and SHP, will develop a unified handbook in accordance with the established policies and procedures of University Governance.

POLICIES AND PROCEDURES RELATING TO FACULTY APPOINTMENT, PROMOTION AND TENURE OF EVMS FACULTY

I. INTRODUCTION AND POLICY

It is the Policy of ODU that written standards, criteria and procedures for the review and recommendation of EVMS Faculty for appointment, promotion, and tenure be established, maintained and disseminated to all EVMS Faculty. An effective academic medical center requires a diverse faculty. Accordingly, the definitions and standards contained within this document pertain to the initial appointment, subsequent promotion, and tenure (when applicable) of all EVMS Faculty, engaged in the diverse areas of teaching, clinical care, research/discovery and administration/service. In order to affirm the multiple roles that EVMS faculty contribute to the school's mission and vision and for our community, all faculty pursue one pathway toward appointment and promotion. All references to "faculty" herein mean EVMS Faculty as defined in this policy.

II. FACULTY STATUS

EVMS Faculty: Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined below), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School of Medicine ("SOM") and/or EVMS School of Health Professions ("SHP").

Full-Time Faculty: Full-time faculty are faculty members who have education, research and/or patient care responsibilities on a full-time basis, which is an established schedule of at least 40 hours per week, annually, or those faculty members who have previously been designated by the EVMS Board of Visitors or who are designated by ODU as full-time. Full-time faculty are appointed as one of the following:

Full-Time Salaried Faculty: Clinical, research, administrative and other faculty who are paid on a salaried basis and who have employment contracts with ODU.

Full-Time Non-Salaried Faculty: Clinical, administrative or other faculty who are not paid by ODU, but who have appointments in SOM mission critical departments and who have previously been designated by the EVMS Board of Visitors or who are designated by ODU as Full-Time Non-Salaried Faculty.

Full-Time Non-Salaried-VA Faculty: Clinical faculty employed by the Veterans Administration and who have previously been designated by the EVMS Board of Visitors or who are designated by ODU as Full-Time Non-Salaried-VA Faculty.

Part-Time Faculty: Part-time faculty are faculty members who have education, research and/or patient care responsibilities on a part-time basis, which is less than 40 hours per week, annually. Part-time faculty may be paid on a salaried, hourly, or per service basis and have employment contracts with ODU.

Community Faculty: Community faculty are unpaid faculty members who volunteer their time, efforts, and expertise to the SOM or SHP mission. Community faculty are expected to commit at least 50 hours to SOM or SHP academic activities per year. This time commitment can be met by actively participating in grand rounds or other department conferences, serving on committees, delivering didactic lectures, providing ward attending coverage, precepting students or residents, participating in other teaching activities in the SOM or SHP, or by participating in other activities agreed to by the faculty member and a Department Chair of the SOM, Dean of the SOM, or the Dean of the SHP.

III. FACULTY APPOINTMENT AND PROMOTION DEFINITIONS

Academic Activities: Those activities performed for SOM and SHP that fulfill one or more core mission areas.

Domain: Describes the four areas of focus (teaching, clinical care, research/discovery and administration/service) that distinguish a faculty member's activities for evaluation in the appointment and promotion process. Use of parallel criteria for evaluation of excellence across all four areas of activity will assist in achieving parity across the four domains. These include: a) Clear goals b) Adequate preparation c) Appropriate methods d) Significant results e) Effective presentation.

Teaching Domain: Includes categories of educational activities such as instruction, mentoring and advising, learner assessment and curriculum development and educational scholarship.

Clinical Care Domain: Includes categories of activities that document the quantity and quality of clinical activity and where feasible, the impact on a target patient population or community.

Research/Discovery Domain: Includes categories of activities such as publications, presentations, grants and funding, patents, clinical investigations and/or clinical trials, development of original clinical programs and/or techniques and all other forms of scholarly approach to education and patient care.

Administration/Service Domain: Includes both leadership and active participation in the various administrative committees and organizations and other categories through which faculty members advance the overall mission of their department, and/or provide personal service to the institution, their profession and/or the community as a whole.

Track: Two faculty tracks exist; tenure and non-tenure. Appointment and promotion on the tenure track is available to full-time salaried faculty at the rank of Associate Professor and Professor. Part-time, non-salaried and community faculty are appointed exclusively to the non-tenure track.

The consideration of a candidate for tenure versus non-tenure track is a major distinction in the evaluation of individuals for appointment and promotion, and it is only available to full-time salaried faculty.

Tenure: Although there are no absolute criteria, tenure is generally awarded to full-time salaried faculty based on accomplishments beyond achieving academic recognition, and should reflect exceptional, continuous and substantial contributions to SOM or SHP. Faculty at the rank of Associate Professor or Professor who demonstrate excellence in at least two of the foregoing four areas are eligible for tenure subject to length of service requirements. (See Tenure section)

Length of Requirements for tenure appointments: 1) appointment at the rank of Associate Professor (and faculty promoted to the rank of Associate Professor) may be considered for tenure after three years of service as Associate Professor in the SOM or SHP 2) appointment at the rank of Professor may be considered for tenure after two years of service as Professor in the SOM or SHP.

Non-tenure: Applies to all faculty who are expected to function effectively in teaching, clinical care, research/discovery, and administration/service with a lesser commitment to scholarly activity. The track ranks are Instructor, Assistant Professor, Associate Professor, and Professor.

Pathway: In order to affirm the multiple roles that EVMS Faculty contribute to the mission and vision of the SOM or SHP and for our community, all faculty pursue one pathway toward promotion, using an expanded description of activities in each area that will provide a clear opportunity for promotion of faculty who contribute in one or more areas of faculty endeavor.

Ranks: Four academic ranks exist for the appointment and promotion of non-tenured faculty in the SOM and SHP; Instructor, Assistant Professor, Associate Professor and Professor. Two academic ranks exist for the appointment and promotion of tenured faculty in the SOM and SHP; Associate Professor and Professor.

Title: Academic titles are assigned based on the track and rank of appointment according to the following:

Non-tenure track faculty appointments will have the title:

- Instructor
- Assistant Professor
- Associate Professor
- Professor

Tenure track faculty appointment will have the title:

- Associate Professor
- Professor

Primary appointment: Faculty members are evaluated, promoted, and/or awarded tenure in the academic unit where they hold their primary appointment. The Department Chair of the SOM or the Dean of the SHP is responsible for recommendations for academic actions and for performance evaluations of the faculty members with primary appointments in their department or program, except as described below for faculty who have appointments in more than one department or school.

Secondary appointment (Joint and Secondary): A faculty member may have a secondary appointment in one or more departments or schools for the purpose of contributions and collaborative relationships in any of the mission areas. When there is no allocation of resources or support by the secondary unit (school, department, or institute), the appointment is considered a “courtesy” appointment. Secondary appointments are recommended by Department Chairs of the SOM or the Dean of the SHP of both primary and secondary departments with the agreement of the individual faculty member. Performance expectations of the individual faculty member should be agreed upon in writing prior to the appointment. An individual faculty may not hold academic rank in a secondary appointment higher than in the primary appointment. There are, in addition, joint or secondary appointments that are not “courtesy appointments”, which may include dedicated salary or other support from the secondary unit. These are negotiated between the Deans of the SOM and SHP. Even in the case that 50% of the support of a faculty member is provided by two units (departments, schools) one of the two schools or departments must be declared as the primary appointment and one must be declared as the secondary appointment, to ensure a single unit is ultimately responsible for administering to that faculty member’s needs. Joint or secondary appointments are usually made for a specified term for faculty who are clinical, research, or tenure-track, and are usually “continuous” if a faculty member has tenure. Joint or secondary appointments may be made according to department/school-specific criteria (e.g., the secondary appointee must participate in teaching, graduate training, mentoring or research activities, etc.) and can be withdrawn at the will of the secondary unit if those criteria are no longer being met.

Highest Degree: otherwise known as the “terminal degree” is a degree that is the highest level of attainment in an academic or professional field of study.

IV. FACULTY ROLES

The EVMS Faculty Appointments and Promotions Committee will take into account in its deliberations the roles assigned by the Department Chairs of the SOM or the Dean of the SHP to faculty members, both academic and community faculty. To determine in which

roles (teaching, clinical care, research/discovery and administration/service) faculty should document their expertise and accomplishments, the Committee will consider the percentage of effort or amount of time spent by faculty in those roles, as agreed to by the faculty and their Department Chairs of the SOM or the Dean of the SHP in regular annual meetings and documented in the materials presented to the committee.

V. STANDARDS OF EXCELLENCE FOR EACH RANK

The primary criterion for academic appointment and promotion at the SOM or SHP is demonstrated excellence as a scholar. The EVMS Faculty Appointments and Promotions Committee recognizes that such excellence may be demonstrated in various ways, as addressed in this document.

All candidates are expected to demonstrate expertise commensurate with their academic rank in all of their assigned activities (teaching, clinical care, research/discovery and administration/ service). In addition, each candidate must demonstrate accomplishment in scholarly activity as outlined in the Faculty Handbook.

Outlined below are examples of excellence appropriate to each academic rank. It is not expected that each candidate will meet all of these standards; these standards will serve to guide faculty members and their Department Chairs of the SOM or Dean of the SHP in evaluation of faculty performance and in documenting excellence for faculty recommended for appointment and promotion.

A. To Rank of Instructor

Eligibility: The academic title and classification of Instructor is a non-tenure eligible appointment. This rank is established to acknowledge individuals who demonstrate interest in, and the potential for, a successful academic career in teaching, clinical care, research/discovery and administration/service and to assist in the transition from training to a path that may lead to a faculty career in academic medicine. Individuals who hold a terminal degree may be eligible for promotion in rank, however, ODU is under no obligation to promote or appoint an Instructor to Assistant Professor. Candidates should engage in mentored research, teaching, clinical care or other instructional or programmatic support that advance the mission of the institution. Instructors have the right to serve on departmental committees, vote in departmental meetings or serve on committees of the Faculty or Institutional Standing Committees, however they shall not hold office on such committees.

The rank of Instructor is appropriate for:

- Individuals who hold a minimum of a Master's or equivalent
- Individuals who have completed most or all of the requirements for the doctorate (ABD) or equivalent
- Postdoctoral fellows who contribute significantly to the educational programs
- Trainees in clinical residencies or fellowship programs who are qualified by prior training to provide independent clinical services.

The rank of Instructor is also appropriate for new faculty, generally with M.D., Ph.D. or equivalent degrees who have the potential for academic advancement.

Criteria: Candidates must demonstrate contributions to teaching, clinical care, research/discovery and administration/service.

B. To Rank of Assistant Professor

Eligibility: Candidates will usually include those who are appointed or promoted to their first independent faculty position, and will include individuals with the following:

- Individuals will hold an earned doctoral degree or equivalent, or other appropriate terminal degree in their field of expertise.
- Individuals will have completed appropriate residency and/or post-doctoral fellowship programs.
- Individuals involved in clinical practice will hold appropriate current board certification. Initial appointments (usually at the Assistant Professor level) may be granted to candidates not yet board certified, but continued appointment or promotion will require that board certification be obtained within an appropriate time as determined by the Dean of the SOM with the advice of the Department Chair.
- Individuals with the highest degree in para-professional or related health care field (e.g. PharmD, DNP, MPA) or with the highest degree in a non-health care (e.g. MBA)

Criteria: Candidates must demonstrate:

- Competence in one domain area (teaching, clinical care, research/discovery and administration/service) as stated in the expanded description of activities (Level 1) of the promotion guidelines at a local level (e.g. hospital, graduate program)
- Participation in at least another domain area as described below:

1. Teaching

- a. Is a regular participant in teaching activities. This may include responsibility for (but is not limited to): lectures and small group presentations to medical students, graduate students and residents; clinical bedside teaching; mentoring students; and participation in grand rounds and other continuing medical education activities.
- b. Is considered an excellent teacher by students and faculty. This may be documented by student evaluations and peer review by Chairs and other faculty. Teaching awards from students and peers are noteworthy.
- c. Begins to develop a local or regional reputation as a teacher. This may be documented by evaluations from participants in CME courses or by invitations to speak at local or regional CME courses and meetings. Repeat invitations are noteworthy.
- d. Is a regular and effective participant in curriculum development and administration. Service on course committees, service as a course director, preparation of course syllabi, etc., on a local or regional level are appropriate.

2. Clinical Care

- a. Demonstrates competence and promise of excellence in clinical, diagnostic, procedural, or other professional work as determined by the department.
- b. Considered a very good clinician by students, residents, fellows, and faculty based on formal evaluations.
- c. Meets clinical productivity goals established by the department.
- d. Demonstrates potential for a leadership role in a clinical service in the department or hospital.
- e. Establishes a reputation and consults at local and regional levels; invited to consult or invited to speak at CME courses and meetings.
- f. Has publications in peer-reviewed journals.

3. Research/Discovery

- a. Develops an original research program.
- b. Has peer-reviewed, first-authored publications.

4. Administration/Service

- a. Actively participates in medical school and hospital committees.
- b. Actively participates in professional/clinical organizations.

C. To Rank of Associate Professor

Eligibility: Candidates for Associate Professor rank are expected to contribute substantially to SOM or SHP academic activities, and have a substantial record of achievement and academic accomplishments beyond that required for Assistant Professor. Promotion to Associate Professor usually requires between four (4) and six (6) years following initial appointment at the rank of Assistant Professor in the SOM or SHP, or at another academic institution to be considered for promotion. Candidates include:

- Individuals with the highest degree in a clinical or scientific discipline who are board-certified or have equivalent qualifications as applicable to their professional and academic responsibilities
- Individuals without a terminal degree in para-professional or related health care field or with the highest degree in a non-healthcare field (e.g., EdD, MBA)

Criteria for faculty in the non-tenure track: Candidates must demonstrate excellence in one domain area (teaching, clinical care, research/discovery and administration/service) (Level 3) and competence in one other domain area (Level 1) or meritorious contributions in two domain areas (Level 2) or meritorious contributions in one domain area (Level 2) and competent contributions in two other domain areas (Level 1) as stated in the expanded description of activities of the promotion guidelines. The domain of demonstrated excellence will depend upon the individual's interests, level of responsibility, and percentage of time devoted to the activities. Local and regional recognition is required.

Criteria for faculty in the tenure track. The expectations are the same with candidates in the non-tenure track. A record of significant scholarship and a record of academic institutional service are required. Initial appointees at the rank of Associate

Professor (and faculty members promoted to the rank of Associate Professor) may be considered for tenure after three (3) years of service as Associate Professor at this institution.

1. Teaching

- a. Demonstrates outstanding performance as a teacher and educator.
- b. Has established a regional or statewide reputation as an excellent teacher.
- c. Regular participation in regional or national meetings, conferences, or CME courses is expected. Formal evaluations by participants in such courses and meetings are expected. Repeat invitations based on excellent performance are expected.
- d. Course materials, syllabi, etc., are respected by peers at other institutions and may be used in other institutions. Candidate may be asked to serve as consultant for development or evaluation of courses at other institutions in the region.
- e. Has received teaching awards.

2. Clinical Care

- a. Has developed new clinical programs recognized and adapted at the local and regional level.
- b. Has significantly improved ongoing clinical activity.
- c. Has devised or implemented a new diagnostic or therapeutic procedure, instrument, or system.
- d. Has developed innovative infrastructure such as patient databases for patient tracking.
- e. Has developed clinical pathways or outcome measures utilized at the local or regional level.
- f. Is actively involved in clinical investigation and/or trials.
- g. Has appropriate publications in clinical journals.

3. Research/Discovery

- a. Has a demonstrated sphere of expertise through first/senior authorships in peer-reviewed journals.
- b. Has had continuing success in generating financial resources necessary to undertake scholarly activity.
- c. Is recognized beyond the local community as documented by national meeting presentations, key articles, invited lectures or national awards.
- d. Is a peer reviewer at the local or regional level.

4. Administration/Services

- a. Is an officer in local or regional clinical/professional society.
- b. Is a Chair of a major hospital or school standing committee.
- c. Is a member of hospital or school standing committee.
- d. Has testified before legislative bodies and/or involvement in policy-making at the local or regional levels.
- e. Has developed, organized and participated in major CME activities.

D. To Rank of Professor

Eligibility: Candidates for Professor rank are expected to contribute substantially to SOM or SHP academic activities, and their professions. Professors are leaders in their field of expertise, as demonstrated by a substantial and sustained record of accomplishments and scholarship well beyond that required for the rank of Associate Professor. Promotion to Professor usually requires between five (5) and seven (7) years following initial appointment at the rank of Associate Professor in the SOM or SHP, or at another academic institution to be considered for promotion. Candidates include:

- Individuals with the highest degree in a clinical or scientific discipline who are board-certified or have equivalent qualifications as applicable to their professional and academic responsibilities
- Individuals without a terminal degree in para-professional or related health care field or with the highest degree in a non-healthcare field (e.g., EdD, MBA)

Criteria for faculty in the non-tenure track: Candidates must demonstrate excellence in two domain areas (teaching, clinical care, research/discovery and administration/service) (Level 3) or excellent contributions in one domain area (Level 3), meritorious contributions in one other domain area (Level 2), and competent contributions in one other domain area (Level 1) as stated in the expanded description of activities of the promotion guidelines. The domain of demonstrated excellence will depend upon the individual's interests, level of responsibility, and percentage of time devoted to the activities. National or international recognition is required.

Criteria for faculty in the tenure track: The expectations are the same with candidates in the non-tenure track. A record of significant scholarship and a record of academic institutional service are required. Initial appointees at the rank of Professor may be considered for tenure after two (2) years of service as Professor at this medical school and institution.

1. Teaching

- a. Is continually recognized as an outstanding teacher and educator. Candidate should present outstanding evaluations from students, peers, and others, as appropriate. Teaching awards from students, faculty, or state or national organizations provide additional evidence of excellence.
- b. Has widespread regional and national recognition for excellence as teacher or educator. Regular participation as a presenter in national review courses and professional meetings is expected.
- c. Contributes to Board examination in specialty or subspecialty. Gives or administers oral examinations in specialty or subspecialty.
- d. Course materials, syllabi, etc., should be widely respected by peers at other institutions. Candidates should serve as consultants in the design and evaluation of educational programs and curricula at the national level.
- e. Has developed educational methods or protocols recognized at the local, regional and national level.
- f. Is recognized as an authority by peers and invited to speak or chair sessions at national meetings.

- g. Has had visiting professorships.
- h. Provides mentoring at regional and national level.

2. Clinical Care

- a. Has developed a new clinical program recognized at the regional and national level.
- b. Has significantly improved an ongoing clinical activity.
- c. Has devised or implemented a new diagnostic or therapeutic procedure, instrument or system.
- d. Has developed an innovative infrastructure such as patient databases for patient tracking.
- e. Has developed clinical pathways which are used on the local, regional or national levels.
- f. Has developed outcome measures which are used at the local, regional or national levels.
- g. Has a continuing active role in clinical investigation and clinical trials.
- h. Has had a major impact on the development of national standards for patient care.
- i. Establishes, consults and/or tracks patients on a regional, national or international level.

3. Research/Discovery

- a. Has continually demonstrated expertise as first/senior author in peer-reviewed journals.
- b. Has been editorial board member and peer reviewer on the national level.
- c. Has had sustained and continuing success in generating financial resources necessary to undertake scholarly activity.
- d. Is invited to speak at national specialty meetings.

4. Administration/Service

- a. Is an officer/director of a scholarly society or member of an organizing committee for a scholarly meeting.
- b. Is an officer in local or regional clinical/professional society.
- c. Is an officer in national or international professional/clinical societies.
- d. Is a Chair and member on major hospital and standing school committees.
- e. Has testified before legislative bodies and/or involvement in policy-making at the regional or national level.

VI. INITIAL APPOINTMENT TERMS

EVMS Faculty in the non-tenure track may be appointed for a term not to exceed three (3) years, as follows:

- A. Instructors shall be appointed for one (1) or more successive terms of one (1) year. Initial appointments may be less than one year based on the date of the initial appointment.

- B. Assistant Professors shall be appointed initially for a probationary term of one (1) year. Initial appointments may be less than one year based on the date of the initial appointment.
- C. Assistant Professors who have previously served a probationary term may thereafter be appointed for one (1) or more successive terms of two (2) years each.
- D. Associate Professors shall be appointed for one (1) or more successive terms of three (3) years each. Initial appointments may be less than three (3) years based on the date of the initial appointment.
- E. Full Professors shall be appointed to one (1) or more successive terms of three (3) years each. Initial appointments may be less than three (3) years based on the date of the initial appointment.

VII. REAPPOINTMENT AND NONRENEWAL

- A. A reappointment shall be offered only following a substantive review of a faculty member’s performance during the previous appointment. The qualifications a faculty member shall possess to be reappointed to a rank are specified in Standards of Excellence for Each Rank. Reappointment is primary recognition of excellent performance. Reappointment decisions shall be based on rigorous standards and reappointment shall be denied if past performance is not sufficiently high quality or does not meet the standards of professional behavior. Reappointment may also be denied for financial or programmatic reasons.
- B. Faculty who will be nonrenewed will be notified by December 31 of the last year of the term of their appointment.
- C. Faculty shall be notified of reappointment, which may be for a term not to exceed three (3) years based on rank, by June 30 of the last year of the term of their appointment.

POLICIES AND PROCEDURES FOR EVMS FACULTY APPOINTMENTS

I. INTRODUCTION AND POLICY

All initial EVMS Faculty appointments to a Department in the School of Medicine (SOM) or the School of Health Professions (SHP) shall be made in accordance with the applicable Standards of Excellence, the Appointment and Promotions Guidelines and the framework outlined in this Policy. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

II. FACULTY APPOINTMENT PROCEDURES

A. Initial Appointment. Initial appointments at the ranks below Associate Professor are not considered by the Appointments and Promotions Committee. At these levels, appointments are reviewed by the Vice Dean for Faculty Affairs and Professional Development (“FAPD”), the Dean of the SOM if applicable, and approved by the EVP following receipt of the appropriate materials from the Department Chair of the SOM or Dean of the SHP. Nominations for appointment at the Associate Professor and Professor ranks are considered by the Appointments and Promotions Committee and must be approved by the Executive Vice President, the Board of Directors, and the Board of Visitors.

1. Following is an outline of the general process for initial faculty appointment.
 - a. Candidate submits required documents to the Department Chair of the SOM or the Dean of the SHP.
 - b. Department Chair of the SOM or Dean of the SHP obtains letters of reference.
 - c. [Optional] Nomination sent to Departmental Appointments Committee for consideration.
 - d. [Optional] Recommendation from Departmental Appointments Committee to Department Chair of the SOM or the Dean of the SHP.
 - e. Nomination package forwarded by Department Chair of the SOM, or the Dean of the SHP, addressed to the Executive Vice President (“EVP”) in care of FAPD.
 - f. Package reviewed by FAPD to assure necessary information is submitted.
 - g. Nominations at the ranks of Assistant Professor and below are reviewed by the Vice Dean for FAPD, the Dean of the SOM, if applicable, and approved by the EVP.
 - h. For the ranks of Associate Professor and Professor, the EVP forwards the nomination package to the Appointments and Promotions Committee in care of the FAPD.
 - i. Nomination reviewed by the Appointments and Promotions Committee, the Dean of the SOM, if applicable, and recommendations forwarded to the EVP for review and approval.
 - j. Nomination forwarded by the EVP to the Board of Directors for review and approval.
 - k. Board of Directors forwards to the Board of Visitors for approval.
 - l. The new faculty members shall be notified of appointment by the Vice Dean for FAPD.

B. Appointment Nomination Package Required Checklist

1. Department Chair of the SOM or Dean of the SHP Letter
 - a. Rank at which candidate is being proposed.
 - b. Time in current rank.
 - c. Descriptions of candidate’s assigned duties, job description, annual breakdown of percentage of time allocated to the following areas: teaching, clinical care, research/discovery and administration/service.

- d. Department Chair of the SOM or Dean of the SHP evaluation of candidate's ability, experience, and accomplishments in each of the four areas mentioned above.
2. Letters of Recommendation. Letters of recommendation external or internal are requested and obtained by the Department Chair of the SOM or Dean of the SHP. A faculty candidate for appointment is not permitted to solicit any letters of recommendation. Letters should be obtained from well-qualified scientists, scholars, educators and clinicians who are able to provide a fair and objective evaluation of the candidate's work. In general, a potential referee should have at least an "arms-length" relationship with the candidate. The nature of the professional relationship of the candidate and the potential referee must be specified in the letter and there must be a brief statement of the referee's academic qualifications. The majority of the individuals submitting letters of recommendation should have no previous direct supervisory relationship with the candidate. In summary, such letters should document how long and in what capacity the individual knows the candidate, a candidate's qualifications and professional expertise for an appointment, and also be addressed to the Department Chair of the SOM or Dean of the SHP.
- a. Salaried Faculty
 - i. For Instructor:
 - (1) One letter from the Department Chair of the SOM or Dean of the SHP.
 - ii. For Assistant Professor:
 - (1) Three internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
 - (2) They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)
 - iii. For Associate Professor:
 - (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
 - (2) They must come from three different institutions
 - (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
 - (4) They should address how the candidate is recognized regionally or nationally
 - (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside ODU
- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

b. Non-Salaried Faculty

i. For Instructor:

- (1) One letter from the Department Chair of the SOM or Dean of the SHP.

ii. For Assistant Professor:

- (1) Two internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.

- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside ODU
- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

c. Community Faculty

i. For Instructor:

- (1) One letter from the Department Chair of the SOM or Dean of the SHP.

ii. For Assistant Professor:

- (1) One internal letter is required. It should be obtained from program director, department chair or from the SOM Office of Medical Educations or other professionals in the SOM or SHP with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed.
- (2) They should document the candidate's competence in one domain area (teaching) and provide evidence of teaching strengths and quality of teaching.

iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside ODU

- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
 - (5) They should address how the candidate is recognized nationally or internationally
 - (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)
3. Curriculum Vitae and Additional Required Information. For the purpose of appointments, the candidate should provide the information requested on the Curriculum Vitae form, available from FAPD. In addition, the candidate should provide additional information not already included in the Curriculum Vitae format as required for documentation of scholarly activity as outlined in the Guidelines for Appointment and Promotion of EVMS Faculty. All candidates should compile and attach a portfolio on each area (teaching, clinical care, research/discovery and administration/service) in which the individual has time allotted, documenting evidence of quality of teaching, assessments of clinical service and research, and contributions to the department.
 4. Original Transcript of Terminal Degree. Candidate must provide an original transcript, with raised seal, from the institution that awarded their terminal degree (only required for full-time faculty). Clinical faculty with appropriate credentials and a medical license within the Commonwealth of Virginia are not required to provide a transcript.
- C. Senior Lateral Appointments (for candidates moving from another academic institution and requesting same academic rank as that held at prior institution). To facilitate academic appointment for faculty who have been recruited from another academic institution, and for whom an appointment is requested at the same academic rank (i.e., Associate Professor, Professor) that was held at the prior institution, the candidate's appointment process could be expedited via a simplified packet submitted for review. An ad hoc sub-committee of the Appointments and Promotions Committee reviews the candidates. The ad hoc sub-committee consists of the A&P Chair and at least four (4) committee members selected by the A&P Chair.

Appointment Nomination package for Lateral Appointments at all ranks should contain:

1. Candidate's CV in FAPD format
2. Department Chair's letter of nomination that adequately describes and documents how the candidate meets the Standards of Excellence at Rank as described in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure, and the Guidelines for Appointment and Promotion.

A unanimous positive evaluation ends the review, and the appointment is approved. Academic titles often differ from institution to institution. Therefore, if the submitted materials do not provide the required documentation, then additional information

including letters of recommendations could be requested from the candidate's department chair and a full review by the entire A&P Committee may be initiated. FAPD is responsible for soliciting additional information from the institution from which a candidate is moving to understand the academic expectations as they relate to the specific rank, especially when modifiers are used (i.e., clinical Associate Professor) to ensure alignment with promotion criteria.

- D. Provisional Appointments. For initial salaried faculty appointments only, to all faculty ranks, the EVP may approve in emergency situations a provisional appointment provided:
1. The Department Chair of the SOM, with approval from the Dean of the SOM, or Dean of the SHP must provide to the EVP, in care of FAPD, a written reason for requesting provisional status for a potential new faculty member. The EVP must be given at least five (5) working days to respond with approval or disapproval.
 2. The maximum provisional appointment period will not exceed three (3) months. In special situations the EVP may approve one extension of three (3) months. All faculty approved for provisional appointments must still submit all requirements for appointment as outlined under Policies and Procedures for Faculty Appointment, prior to expiration of their provisional appointment.
 3. The required clinical credentials must be complete prior to the beginning of any clinical activity including direct patient care, consultation or preceptorship.
 4. The EVP notifies the prospective faculty member by letter of the provisional appointment stating: a) termination date, b) that the full appointment/credentialing process must be completed by such date, and c) compensation payments will automatically cease by such date and ODU will have no continued contractual obligation beyond such date unless a permanent appointment has been approved.
 5. The non-binding offer letter may not refer to provisional appointments.
 6. New Faculty will not be added to the payroll until the EVP has approved provisional status and the letter referred to in 4 above has been sent to the prospective faculty member. Retroactive pay (prior to the date of EVP's approval) will not be granted.

GUIDELINES FOR APPOINTMENT AND PROMOTION OF EVMS FACULTY

A. Introduction

The criteria for appointment and promotion requires that EVMS Faculty fulfill their assigned responsibilities in teaching, clinical care, research/discovery and administration/service, with a level of expertise befitting the rank. All EVMS Faculty including community faculty may seek appointment or promotion in one system with agreement from the faculty member and the Chair as to the role of the faculty member. The guidelines remain general so as to be

appropriate for all EVMS Faculty in the School of Medicine (“SOM”) or the School of Health Professions (“SHP”). The allocation of time to each activity should be developed a priori between the faculty member and the Department Chairperson. In turn, when discerning the quality of faculty activity, the Appointments and Promotions (A&P) Committee will consider the faculty member's present rank, level of responsibility, and percentage of time devoted to these activity categories. Finally, criteria for appointment and promotion have been developed to reflect the mission of the EVMS SOM and SHP. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the SOM and/or SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy.

B. Thresholds for Appointment and Promotion to Associate Professor or Professor

In order to affirm the multiple roles that EVMS Faculty (salaried, non-salaried, and community faculty) contribute to the school’s mission and vision and for our community, all faculty pursue **one pathway toward promotion**, using an expanded description of activities in each area that will provide a clear opportunity for promotion of faculty who contribute in one or more areas of faculty endeavor.

The criteria for documentation are described in three levels, referred to as impact rankings: 1- competent, 2- meritorious and 3- excellent.

Appointment and Promotion to Associate Professor will require a sum of impact rankings of four, **in at least two domains** (teaching, clinical care, research/discovery and administration/service). Promotion would be considered with domain rankings of:

- 3 in one domain and a 1 in another
- 2 in two domains
- 2 in one domain with a 1 in two others
- 1 in four domains would not be considered adequate for promotion
- Local and regional recognition

Appointment and Promotion to Professor will require a sum of domain impact rankings of six **in at least two domains**. Promotion would be considered with domain rankings of:

- 3 in two domains
- 3 in one domain, 2 in another domain and 1 in yet another domain
- 2 in three domains would not be considered adequate for promotion
- National or international recognition

C. Faculty Accomplishments

Scholarly Activity

1. Definition

Scholarship is the generation of new knowledge or mastery and application of existing knowledge aimed to advance one of the following: (1) the understanding of basic scientific principles; (2) the practice of clinical medicine; or (3) the effectiveness of educators. Scholarship can occur in each area of faculty responsibility: teaching, clinical care, research/discovery and administration/service. In addition, scholarship requires the dissemination of such knowledge/application for the benefit of others in a fashion that is tangible and can be peer-reviewed and documented.

2. Evidence of Scholarly Activity

Below are examples of scholarly activity. When documenting activity under each example, a faculty member should include the list of information given under each example to describe the activity fully. An alternative to listing of requested information is to provide a narrative of a contribution or activity.

a. Publications

List publications including author, title, year of publication, journal and pages. The candidate may indicate the number of times a work has been cited or other information that gives an indication of its impact.

- 1) Full-length publications
 - (a) Peer-reviewed articles
 - (b) Non-peer-reviewed articles
 - (i) Book chapters
 - (ii) Reviews
 - (iii) Case reports
 - (iv) Articles in lay publications
 - (v) Procedures/protocols
 - (vi) Electronic media
 - (c) Books, monographs
- 2) Presented Abstracts
 - (a) Peer-reviewed articles
 - (b) Non-peer-reviewed articles

b. Presentations

List actual presentations, indicating whether the presentation was invited, the target audience, and whether the meeting was international, national, regional, or local.

- 1) Oral presentations
 - (a) Plenary
 - (b) Workshop
 - (c) Seminars
- 2) Poster presentations
- 3) Discussant
- 4) Session Chairs

c. Patents

List patent applications and the status of each, providing the following:

- 1) Title
- 2) Inventors
- 3) Brief description
- 4) Disposition
- 5) Impact

d. Clinical Investigation and/or Clinical Trials

Indicate the level of involvement/contributions to the planning, implementation, and/or reporting beyond contributing patient care, records, etc., of each.

e. Development of Original Clinical Programs and/or Techniques

- 1) Brief description, including goals
- 2) Target population
- 3) Impact
- 4) Nature of dissemination

f. Development of Original Teaching Tools, Methods

- 1) Description of product, including objectives
- 2) Level of involvement
- 3) Target audience
- 4) Copyright status
- 5) Impact
- 6) Nature of dissemination

g. Mentoring of Future Scholars

Mentoring comprises a one-on-one relationship between a faculty member and a student, or between senior and junior faculty that is both comprehensive and time intensive. The mentor may assist the student or junior faculty in career development issues as well as regular and frequent guidance in research, education program design and implementation, clinical skills development, and professional values acquisition. For each mentorship, please list:

- 1) Level of trainee mentored
 - (a) Student (if an advisory committee is involved, the candidate will indicate whether they were the Chair or a member of the committee)
 - (i) Thesis (Dissertation)
 - (ii) Non-thesis
 - (b) Resident
 - (c) Fellow
 - (d) Visiting Scientist
- 2) Duration of mentoring
- 3) Accomplishment of scholarly activity by the trainee during the training interval
- 4) Current position of the trainee

h. Scholarly Involvement in Professional Societies/Organizations

Provide the level of involvement:

- 1) Officer/director of a scholarly society
- 2) Membership on advisory boards
- 3) Membership on editorial boards
- 4) Reviewer for journal
- 5) Reviewer for funding agency
- 6) Member of organizing committee for a scholarly meeting

i. Consultancies

j. Serving as a Visiting Professor

- 1) Site
- 2) Date of visit
- 3) Who invited the candidate?
- 4) Contribution of candidate

k. Recognition for Scholarship

- 1) Recognition
- 2) Date
- 3) Awarded by
- 4) Award received for

D. Types of Evidence in the Four Faculty Roles

1. Teaching Accomplishments

Teachers don't just convey revealed knowledge but encourage the development of an inquiring mind. Teachers instruct in identifying new discoveries related to their discipline, translate basic and clinical observations into practice, integrate the connections of their discipline with other disciplines within the school and communicate professionally outside of the school. Teachers assess their learners' needs and provide the most effective

environment for their learners to integrate the new knowledge and its complicated relationships into their current understanding and practice. Teachers today have the advantage of the explosion in new technologies that can facilitate the acquisition of knowledge and its application that may be incorporated in enhancing the learning experiences of the student of today. The challenge to teachers in the information age is to transform their focus from content to focus on their learners; from information transfer to conditions for learning, moving from abstractions to application, from narrow specialties to broad grasp of complexities, from isolated work to collaboration.

Level 1. These activities should be recognized locally as being competent.

- Active participation in teaching activities of the department, such as a series of educational presentations, or coordinating a course
- Delivery of educational materials to students, residents, trainees, research fellows or peers in health professions training program
- Instructs in laboratory sessions for health science students
- Facilitates small group sessions for medical students, health science students, residents/fellows
- Serves as LGM Instructor
- Presents teaching rounds or patient conferences
- Supervises trainees performing outpatient or inpatient clinical service
- Participates in teaching or supervision of medical students or graduate students or residents/fellows
- Participates in postgraduate or continuing education courses that serve a local audience
- Receives satisfactory evaluations from learners or peer reviewers Demonstrates commitment to enhancing educational skills by participating in courses, conferences, workshops, on-line learning experiences, etc. related to one's educational responsibilities
- Serves as Advisor for medical student, health sciences student, postgraduate student or resident/fellow

Level 2. These activities should be recognized locally or regionally as being meritorious.

- Prepares curriculum material (new courses, syllabus materials, Blackboard materials, etc.)
- Supervises or coordinates the teaching by other faculty, residents or graduate students (i.e., Course or Unit director)
- Develops innovative approaches to improving students/resident learning and the enhancement of learning experiences (e.g., implements integration across disciplines; explores impact of innovation on learners' accomplishments)
- Develops or directs a postgraduate or continuing education course that serves a regional audience
- Invited to make presentations at the state or regional level
- Invited presenter at other institutions of higher education (i.e., universities, medical centers, health profession schools) or research and development facilities or institutes (i.e., NIH, Harvard-Macy, Max Planck Institute, etc.)
- Develops and participates in the teaching of major portions of a graduate course
- Supervises graduate students (Masters or PhD), MPH thesis for students in MD/MPH programs, serves as a project mentor for MD student or resident/fellow scholarly activity or research project requirement

- Demonstrates meritorious teaching ability as measured by learner evaluation and peer review
- Receives a local teaching award

Level 3. These activities should be recognized regionally, nationally or internationally as excellent.

- Develops a course, curricular component, educational software, or evaluation materials that are used regionally or nationally
- As course leaders, acknowledged by LCME or SACS reviewers as demonstrating ‘best practices.’
- Invited to organize and participate in a symposium or plenary session at a regional or national educational meeting
- Initiates and collaborates with colleagues at multiple institutions in major presentation at regional or state level (symposia; preconference workshops)
- Identifies exemplary ‘best practices’ from other institutions, adapts practices for EVMS curriculum, implements innovative approach to curriculum delivery and evaluation
- Implements inter-professional educational experiences that address leading community health needs; demonstrates improved educational outcomes.
- Supervises a training program, residency program or fellowship and achieves recognition of supervisory authority.
- Receives a regional or national teaching award
- Nominated to and serves on national professional organization’s education task force or initiative
- Invited to be a Visiting Professor at other institutions
- Provides educational leadership by serving as Editor of textbooks, journals or editorials.
- Achieves funding of innovative educational program through national or international funding agency
- Publishes educational works in peer-reviewed journals, television or radio or electronic sites
- Develops educational and evaluation tools acknowledged as advancing field in disciplinary or interdisciplinary teaching and evaluation.
- Citation by news bulletins, etc., of professional organizations

2. Research/Discovery Accomplishments

Research takes many forms. Traditional biomedical researchers strive to enhance our understanding of the fundamental mechanisms underlying health and disease. Translational and clinical researchers aim to take these findings from bench to bedside and provide new tools and treatments to improve patient care. Public health is enhanced by the work of epidemiologists, behavioral scientists, and social scientists who identify areas of need and provide evidence in support of the most effective therapies. Educational research identifies the best methods and tools for imparting knowledge to our students, and administrators use research methodology to improve practices in their areas of expertise.

Level 1. These activities should be recognized locally as being competent.

- *Extramural Funding:* PI on foundation grants, PI for product/device donation to support research, co-investigator on indirect cost bearing grant
- *Publications:* 1-2 journal articles/year in mid-tier journals with mid-tier impact, case

- reports, multiple articles as middle author (assumes 100% effort to research)
- *Communications*: Invitations to speak at EVMS, hospitals, other academic/medical facilities, professional meetings in the Hampton Roads area; invitations to speak locally to the lay public; presentation of submitted (non-invited) abstracts
- *Patents*: Author on a submitted (pending) patent
- *Clinical Trials and Methods*: Participation as a listed investigator
- *Mentoring in Research*: Primary faculty involved in training a student in research
- *Service in support of Research*: Membership in professional societies; grant and manuscript reviews on an ad hoc basis

Level 2. These activities should be recognized locally or regionally as being meritorious.

- *Extramural Funding*: PI on indirect cost bearing grant to support research and PI salary for effort on this project
- *Publications*: 2-3 journal articles/year in mid-tier journals with mid-tier impact or 1 journal article/year in top journal with high impact (assumes 100% effort to research; only consider those where candidate is listed as 1st or last author)
- *Communications*: Invitations to speak at universities, hospitals, other academic/medical facilities, professional meetings, to the lay public outside Hampton Roads but within our region/nationally
- *Patents*: Author on an issued patent or multiple submitted patents
- *Clinical Trials and Methods*: Participation as site principal investigator
- *Mentoring in Research*: Primary faculty involved in training multiple students in research, involvement in training program, recognition/invitations for training at a regional/national level, service on student committees
- *Service in support of Research*: Active participation in professional societies; regular service as grant and manuscript reviewer

Level 3. These activities should be recognized regionally, nationally or internationally as excellent.

- *Extramural Funding*: PI on indirect cost bearing grants to support research and PI salary for total effort devoted to research; evidence of sustained support at this level
- *Publications*: 3-4 journal articles/year in mid-tier journals with mid-tier impact or 2 journal articles/year in top journals with high impact (assumes 100% effort to research; only those where candidate is listed as 1st or last author)
- *Communications*: Invitations to speak at universities, hospitals, other academic/medical facilities, professional meetings, to the lay public nationally/internationally
- *Patents*: Author on a patent which has been licensed and/or generates revenue for EVMS
- *Clinical Trials and Methods*: PI or Co-Investigator with a significant role in trial design, implementation, and/or acquisition of funding
- *Mentoring in Research*: Primary faculty involved in training multiple students in research, director of a training program, recognition/invitations for training at a national/international level, Chair of student committees
- *Service in support of Research*: Regular service to professional societies as committee chair or in other leadership positions; associate editor/editorial board member; member of standing grant review panel

Awards: The significance of any award for research activities should be evaluated based on the prestige of the group or organization bestowing it.

3. Clinical Care Accomplishments

The scholarly and service activities of clinical faculty within an academic setting can take many forms and includes activities that go beyond relative value units (RVU's). In short, academic clinicians must do more than simply practice medicine. They should continue to add academic value by seeking new knowledge, improving patient outcomes and standards of care. They should aspire to reflect, measure and disseminate this information with patients, colleagues and students both within and across disciplines. Through such persistent efforts the academic clinical faculty contribute greatly to the mission and reputation of the SOM locally, nationally and internationally. Clinicians that successfully combine their roles as teachers, mentors, researchers and administrators are worthy of recognition and promotion at EVMS. By opening their practices to such academic principles and our community of learners these professionals overtly demonstrate the centrality of the doctor-patient relationship to the healing arts. It is important for each candidate seeking such recognition and promotion to appropriately document the scope and breadth of their scholarly and service activities at a level commensurate with their intended promotional rank. For guidance purposes a non-exhaustive list of examples of some of the varied forms that clinical scholars can demonstrate their academic achievements at each of the three promotional levels has been included. It is important to note that the promotions committee considers each completed package upon the weight of the accumulated and documented evidence that such levels have been achieved.

Level 1. Candidates must demonstrate competency of achievements at local or institutional levels as being competent.

- Demonstrates competence as defined by attaining/maintaining educational and/or professional accreditations/ Board Certifications (NCCPA, NSAA, ACGME, ABMS etc...) in areas such as (but not limited to) patient care, diagnostic, procedural and other clinical related activities
- Consistently rated highly by students, residents, fellows and faculty
- Provides evidence of consulting and collaborating at local levels
- Actively coordinates or develops additive activities within the academic unit or practice group
- Provides evidence of being a contributing/active member in specialty/subspecialty professional groups and societies
- Provides evidence of high rating of periodic validated patient experience surveys
- Consistently meets objective clinical/departmental benchmarks demonstrating quality care standards (length of stay, complication rate, utilization parameters, etc.) as compared to peer groups
- Provides evidence of providing a minimum of 50 hrs/year community clinical service/care to underserved /indigent /special needs populations in support of EVMS activities and missions
- Provides evidence of reflective self-evaluation and assessment to improve performance within the scope of practice
- Provides evidence of being a consistent life-long learner through activities such as faculty development, CME and other professional development sessions

Level 2. Candidates must demonstrate evidence that achievements have risen to the level of being recognized at regional and state levels as being meritorious.

- Demonstrate competency as defined by attaining meritorious/advanced educational or professional accreditations/awards or recognitions by academic groups and organizations (AOA faculty recognition, Special certifications/programs, Fellowships, Continuing education certifications/degrees)
- Provides evidence of consulting and collaborating regional level by peers
- Evidence of meritorious recognition as a regional specialist via letters of reference, awards, requests to write review
- Actively serving in leadership positions on regional/prestigious clinical committees (state guidelines, academic reviewer etc.)
- Recognized by media publications at local & state level (“Best Doctors” surveys) for clinical care (note: this cannot include monetarily attained listings or self-promotion vehicles)
- Offers a unique clinical service in local/state/regional area as measured by colleagues, learners and/or patients
- Coordinates and develops collaborations across medical disciplines/fields of practice
- Consistently exceeds clinical benchmarks (length of stay, complication rate, utilization parameters, etc.) compared to peers
- Provides evidence of holding active and persistent committee/subcommittee/ officer involvements in multiple specialty/subspecialty of regional societies
- Participates regularly in regional guideline development groups or protocol or SOP development panels
- Directs clinical or professional program or QI initiatives that have resulted in evidence showing improved educational or patient care outcomes
- Serves as an officer of the hospital medical staff
- Develops and disseminates a unique clinical program, diagnostic test, or intervention that has local or regional impact
- Provides evidence of superior results of periodic patient experience surveys
- Presents multiple examples of unsolicited recognition from patients, institutions and peers for meritorious clinical skills & professionalism behaviors
- Consistently exceeds group/department productivity/strategic goals (Not RVUs)
- Evidence of providing a minimum of 200 hrs./yr. of community clinical service/care to underserved /indigent /special needs populations
- Presents evidence of being consistent and persistent as at reflective self-evaluation and assessment to improve performance within the scope of practice and mentoring others in such activities of growth
- Presents evidences of being a consistent and persistent life-long learner who goes above and beyond the minimum standard (as compared to peers) to engage in regular activities such as faculty development, CME and other professional development sessions

Level 3. Candidates must demonstrate evidence that their activities are recognized nationally or internationally as consistently excellent.

- Demonstrates outcomes and impact of clinical, educational or professional programs they have developed and implemented
- Presents evidence as an established consultant and collaborator at national or international levels
- Provides evidence that the scope of their clinical or professional practice has achieved consistently excellent feedback by multiple peers at national or international level

- Serves on national/international clinical committees (guidelines, peer review, etc.)
- Is recognized by media publications at national or international levels (“Best Doctors” surveys) for clinical care or professional achievements (note: this cannot include monetarily attained listings or self-promotion vehicles)
- Provides evidence of consulting and collaborating at national and international levels
- Presents evidence of a unique clinical program, diagnostic test, or interventions developed that has had widespread and national/international impact
- Contributes significantly to board examination (i.e., board examiner, item test writer) in specialty/subspecialty
- Receives exceptional recognition by specialty/subspecialty society (Mastership or equivalent) or Fellowship in multiple societies
- Participates in national and international guideline setting or protocol writing panels
- Is elected to a significant leadership role in clinical or professional societies
- Receives outstanding recognition by grateful patients, institutions or societies for excellence in clinical care. May consist of special awards, endowments or substantial impact to EVMS mission and the community of scholars.
- Provides exceptional amounts of community clinical care to underserved /indigent/ special needs populations in excess of 400 hrs./yr.
- Makes broadly impacting clinical contributions internally and externally appropriate to the mission of the institution its students, faculty or staff

4. Administrative/Service Accomplishments

Level 1. These activities should be recognized locally as being competent.

- Demonstrates skills in managing activities or programs
- Serves on School or hospital committees
- Conducts tests, procedures or data handling in support of a clinical or service laboratory

Level 2. These activities should be recognized locally or regionally as being meritorious.

- Independently develops or directs a major program/project/research laboratory
- Oversees, directs and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Oversees a major research project as Principal Investigator or Co-investigator, which involves management of personnel and finances
- Offers major collaborative services with other faculty in attracting external funding not achievable without the administrator’s contributions.
- Serves as an officer in state or local professional society
- Serves as an Assistant or Associate Dean or other administrative appointment (i.e., Chairperson, Vice or Associate Chairperson of a department)
- Serves as a Program Director, Clerkship Director or other position related to the mission of the School that involves significant time in administrative activities, such as program development scheduling, evaluation, documentation of unit activities.
- Consults nationally regarding service-related activities
- Chairs medical subspecialty or professional society committee
- Chair a school or hospital committee
- Attracts substantial gifts or endowments to the School
- Serves as a regular or Ad Hoc member on a national research or clinical review committee

- Performs a service for the community or organizations within the community that are not directly associated with the School

Level 3. These activities should be recognized regionally, nationally, or internationally as excellent.

- Serves as an officer or major committee member/chair on regional or national professional society
- Chairs a departmental faculty search committee
- Chairs a major committee (i.e., Admissions, Student Affairs, Appointments and Promotions, etc.)
- Serves as section chief, director or leader of a clinical area
- Recruits external funding for innovative programs in the school

POLICIES AND PROCEDURES FOR EVMS FACULTY PROMOTION

I. INTRODUCTION AND POLICY

Promotion to a higher rank is primary recognition of excellence. Such excellence may be demonstrated in all academic domain areas (teaching, clinical care, research/discovery and administration/service). Promotion to a higher rank implies recognition by an EVMS Faculty member that, concurrent with the honor and privileges awarded, there are continuing obligations to academic excellence, professional growth and service. Promotion shall occur only after an exhaustive evaluation has been made of the candidate’s merits. It is the Policy of ODU that EVMS Faculty promotions shall be made in accordance with the applicable Standards of Excellence, the Appointment and Promotions Guidelines, and the framework outlined in this Policy. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School Of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

II. FACULTY PROMOTION PROCEDURES

A. Ongoing Evaluation. Each Departmental Chair of the SOM and the Dean of the SHP should make promotion expectations explicit for each faculty member at the time of initial recruitment and appointment, with reiteration and/or modification of these expectations at subsequent annual reviews. These explicit expectations should guide faculty toward their promotion. For these expectations to be achievable, there should be demonstrable opportunity for faculty members to allocate necessary time to these objectives, and promotion should be considered within a reasonable period of time. A faculty member’s progress toward meeting these objectives will be judged in accordance with the faculty member’s percentage of effort directed toward teaching, clinical care, research/discovery and administration/service. Annual reviews at which Department Chairs of the SOM (or designee) and the Dean of the SHP meet with individual faculty to discuss faculty accomplishments, plans for the coming year, and

progress toward promotion, are critical to this process. The annual meeting between Department Chair of the SOM or Dean of the SHP (or their designees) and faculty member should result in documentation of all explicit agreements regarding allocation of effort, goals, plans, and performance expectations. At the time a candidate is proposed for appointment and/or promotion, the Department Chair of the SOM or Dean of the SHP's letter for the faculty candidate should summarize departmental expectations and goals, and clearly indicate the faculty member's percentage of allocated effort in teaching, clinical care, research/discovery and administration/service.

- B. Time Frame. Promotion to Associate Professor usually requires between 4 and 6 years following initial appointment at the rank of Assistant Professor. Promotion to Full Professor usually occurs between 5 and 7 years after first appointment as Associate Professor. There are no time limits on these promotions.
- C. Promotions Process. Promotions at the ranks of Instructor and Assistant Professor are not considered by the Appointments and Promotions Committee. At these levels, promotions are reviewed by the Vice Dean for Faculty Affairs and Professional Development ("FAPD"), the Dean of the SOM, if applicable, and approved by the EVP following receipt of the appropriate materials from the Department Chair of the SOM or Dean of the SHP. Nominations for promotion at the Associate Professor or Professor ranks are considered by the Appointments and Promotions Committee. Following is an outline of the general process for promotion to all ranks.
1. Initial and annual evaluation by the Department Chair of the SOM or Dean of the SHP. Documentation should include time allocation to the areas of teaching, clinical care, research/discovery and administration/service.
 2. Candidate identified for promotion in a Department.
 3. Candidate submits required documents to the Department Chair of the SOM or Dean of the SHP.
 4. Department Chair of the SOM or Dean of the SHP obtains letters of reference.
 5. [Optional] Nomination sent to Departmental Promotions Committee for consideration.
 6. [Optional] Recommendation from Departmental or School of Health Professions Promotions Committee to the Department Chair of the SOM or Dean of the SHP.
 7. Nomination package forwarded by the Department Chair of the SOM or Dean of the SHP to the Executive Vice President ("EVP") in care of FAPD.
 8. Nomination reviewed by FAPD to assure necessary information is submitted.
 9. Nominations at the Instructor/Assistant Professor ranks are reviewed by the Vice Dean for FAPD, the Dean of the SOM, if applicable, and approved by the EVP
 10. For the ranks of Associate Professor and Professor, the EVP forwards the nomination package to the Appointments and Promotions Committee in care of the FAPD.
 11. Nomination reviewed by Appointments and Promotions Committee, the Dean of the SOM, if applicable, and recommendations forwarded to EVP for review and approval.
 12. If approved, FAPD sends letter of confirmation to faculty member and to Department Chair of the SOM or Dean of the SHP.

D. Promotion Nomination Package Required Checklist

1. Department Chair of the SOM or Dean of the SHP Letter
 - a. Rank at which candidate is being proposed.
 - b. Time in current rank.
 - c. Description of candidate's assigned duties, job description, annual breakdown of percentage of time allocated to the following areas: teaching, clinical care, research/discovery and administration/service. Also comment on major changes, if any, in time allocation in these four areas during the candidate's time in current rank.
 - d. Department Chair of the SOM or Dean of the SHP evaluation of candidate's ability, experience, accomplishments and performance (i.e., outstanding, excellent) in each of the four areas mentioned above.

2. Letters of Recommendation. Letters of recommendation provide important perspective on the fulfillment of criteria for the candidate seeking promotion. The external and/or internal letters of recommendation are requested and obtained by the Department Chair of the SOM or Dean of the SHP and should place the academic and scholarly activities of the candidate in context of other academic institutions. A faculty candidate for promotion is not permitted to solicit any letters of recommendation or contact the internal/external referees regarding the letters of recommendation. Letters should be obtained from well-qualified scientists, scholars, educators and clinicians who are able to provide a fair and objective evaluation of the candidate's work. In general, a potential external referee should have at least an "arms-length" relationship with the candidate. The nature of the professional relationship of the candidate and the potential referee must be specified in the letter. Such letters should document how long and in what capacity the individual knows the candidate, a candidate's qualifications and professional expertise for a promotion. Letters should be addressed to the Department Chair of the SOM or Dean of the SHP. Specifically, letters of recommendation should:
 - Define the relationship between the referee and the candidate
 - Reflect on the teaching engagement and skills of the candidate (if relevant)
 - Comment on the commitment to clinical practice (if relevant), especially during the period for most recent appointment or promotion
 - Address the extent and relevance of scholarly productivity, including strengths and weaknesses
 - Reflect on the leadership abilities, qualities and reputation of the candidate, whether in a local, regional or national/international setting
 - Comment on the institutional and professional service contributions of the candidate
 - Provide perspectives on the character, skills, productivity, leadership, scholarly context or other qualities of the candidate, especially in relation to expectations at peer academic institutions

- Any additional insight that may be helpful to the Appointment and Promotion Committee regarding the candidate's promotion and/or academic appointment

It is not expected for every letter of recommendation to address each aspect noted above, nor would the reflective referee be able to do so. Consequently, to ensure all of these areas are appraised, it is necessary for the candidate to have at least three letters in support of the nomination for promotion from various referees.

- a. For Assistant Professor:
 - i. Three internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
 - ii. They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

- b. For Associate Professor:
 - i. Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
 - ii. They must come from three different institutions
 - iii. One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
 - iv. In addition, up to three recommendation letters can be obtained from faculty or department Chairs of the SOM
 - v. They should address how the candidate is recognized regionally or nationally
 - vi. They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

- c. For Professor:
 - i. Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
 - ii. They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
 - (1) One letter may come from the Commonwealth of Virginia, but outside ODU
 - (2) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
 - iii. In addition, up to three recommendation letters can be obtained from faculty or department Chairs of the SOM

- iv. They should address how the candidate is recognized nationally or internationally
 - v. They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)
2. Curriculum Vitae and Additional Required Information. For the purpose of promotions, the candidate should provide the information requested on the Curriculum Vitae form, available from FAPD <https://www.evms.edu/facultyaffairs>. In addition, the candidate should provide additional information not already included in the Curriculum Vitae format as required for documentation of scholarly activity as outlined in the Guidelines for Appointment and Promotion of EVMS Faculty. All candidates should compile and attach a portfolio on each area (teaching, clinical care, research/discovery and administration/service) in which the individual has time allotted, documenting evidence of quality of teaching, assessments of clinical service and research, and contributions to the department and school.

FACULTY TENURE POLICY

I. INTRODUCTION AND POLICY

A decision to award tenure allows ODU to retain its best faculty and preserve academic freedom. ODU extends tenure to EVMS Faculty being promoted to the rank of Professor or Associate Professor based on the merit of the EVMS Faculty member and the needs of the EVMS School of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”) in accordance with this Policy. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services in the SOM or the SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy.

II. TENURE ELIGIBILITY AND CRITERIA

A. Tenure Definition. Tenure relates to faculty rank and salary and is the status granted to qualified faculty members which is reviewed at five-year intervals and which protects faculty from dismissal, except for Cause as set forth in the Grounds for Dismissal of Faculty Policy.

B. Length of Service Requirements.

- 1. Initial appointees at the rank of Associate Professor (and EVMS Faculty members promoted to the rank of Associate Professor) may be considered for tenure after three (3) years of service as an EVMS Faculty member at the rank of Associate Professor.

2. Initial appointees at the rank of Professor may be considered for tenure after two (2) years of service as an EVMS Faculty member at the rank of Professor.
3. Department Chairs of the SOM, the Dean of the SOM, or the Dean of the SHP at the professorial level may be considered for tenure at the time of initial appointment.
4. The foregoing probationary periods may be modified or waived upon recommendation of the Departmental Chair of the SOM, with approval by the Dean of the SOM, or for SHP, with the approval of the Dean of the SHP and with the concurrence of the Tenure Committee, the Executive Vice President (“EVP”), the Board of Directors. After the passage of these probationary periods of appointment and review, tenure may be granted or the faculty member may remain on a term contract basis with the institution applicable to all other non-tenured faculty.
5. Tenure is unrelated to the administrative position of a Department Chair or Program Director.
6. The terms and conditions of every tenure appointment and any revisions will be stated in writing at the time of the appointment, be provided to the affected EVMS Faculty member, and be made a part of the academic faculty file.
7. A tenured EVMS Faculty member relinquishes appointment with tenure upon resignation or termination of employment from ODU.

C. Eligibility

1. Full-time faculty in the Basic Science Departments and School of Health Professions are eligible to be considered for tenure and with full base salary. Full base salary is defined as the current level of compensation (not including incentive or bonus pay) for an EVMS Faculty member, but not to exceed the average salary of the tenured faculty within the relevant rank and department.
2. Full-time faculty in the Clinical Science Departments at the rank of Associate Professor or Professor are eligible to be considered for tenure. For the purposes of tenure, the base salary for clinical faculty is defined as the current average base salary support provided to the appropriate rank and department in the SOM or SHP.

D. Criteria For Tenure Appointment.

1. EVMS, to encourage all EVMS Faculty members to achieve excellence in major academic activities, may award tenure to EVMS Faculty members at the rank of Associate Professor or Professor, provided a departmental or SHP tenure position is available in the appropriate department or SHP and the Department Chair of the SOM or Dean of the SHP so recommends.
2. Tenure decisions are based on rigorous standards of quality of performance. Therefore, all tenure decisions shall involve high academic unit standards and shall also involve comparisons of the qualifications of the candidate for tenure with the

qualifications of those faculty who are at a similar stage in their careers and who might be available to the academic unit. Consistent with these guidelines, under which tenure is a privilege that is awarded by the institution in recognition of distinguished performance, the question to be asked when faculty members are considered for promotion to tenure is not whether that have performed adequately or even well during their previous years of their faculty appointment whether they have achieved distinction in their field and show promise of continued professional growth. The criteria used for awarding tenure include a higher level of effectiveness in four (4) areas:

- a. Research/Discovery and publication;
 - b. Teaching;
 - c. Patient care; and
 - d. Administration/Service.
3. The applicant must demonstrate excellence in at least two (2) of the foregoing four (4) areas.
 4. The Department Chair of the SOM or Dean of the SHP must demonstrate that there is a need for the knowledge and skills of the candidate in the departmental/school program, and that such knowledge and skills will enable the department/school to substantially assist the EVMS to achieve its mission.

III. TENURE APPOINTMENT AND REVIEW

A. Tenure Committee. The Tenure Committee is charged to evaluate faculty for tenure and post-tenure reviews. The Tenure Committee shall be appointed by the EVP and shall consist of nine (9) tenured faculty members who shall serve for three-year terms.

B. Initial Tenure Review and Appointment Procedures.

1. Each nomination for an initial review of faculty tenure status must originate with a letter of nomination from the Department Chair of the SOM or Dean of the SHP addressed to the EVP, in care of Faculty Affairs and Professional Development ("FAPD").

A letter of nomination should contain the following documentation:

- a. Description and evaluation of the candidate's teaching abilities and responsibilities.
- b. Evaluation of the quality, originality, and significance of the candidate's research. A description of work in progress and relevant sources of funding should be included.
- c. Description and evaluation of administrative and other services to the department and ODU.
- d. Description of the role of the candidate in the department's program and the effect of the Institution's long-term commitment to the faculty member on the balance of skills required for a well-ordered department.
- e. Letters from faculty/students of the SOM or SHP knowledgeable of the faculty member's qualifications should accompany the letter of the Department Chair

of the SOM or Dean of the SOM or SHP. In addition, a list of four professional colleagues, external to ODU, knowledgeable of the candidate's qualifications should be provided. The EVP through the office of FAPD will contact at least two of them for recommendation relating to the nominee's candidacy for tenure.

- f. Summation of the grounds on which the recommendation is based.
2. For EVMS Faculty who are also being nominated for promotion, the nomination package shall be submitted to the Appointments and Promotions Committee first to ensure that faculty nominated for tenure and promotion meet the guidelines for promotion/rank. Promotions will be considered as outlined in the Policies and Procedures for Faculty Promotion.
3. Promotions approved by the Appointments and Promotions Committee, and nomination packages for eligible faculty without a request for promotion, will be sent to the Tenure Committee for review.
4. Recommendations of the Tenure Committee will be sent to the Dean of the SOM, if applicable, to the EVP, and if approved, to the President for presentation to the Board of Directors.
5. If the determination of the Board of Directors is in favor of tenure, the Chair of the Board of Directors shall forward the faculty member's name to the Board of Visitors for final approval.

C. Post-Tenure Review

1. All tenured faculty will undergo a post-tenure review at five-year intervals for approval of tenure for an additional five-year period.
2. The Department Chair of the SOM or Dean of the SHP shall submit a letter addressed to the EVP for submission to the Tenure Committee through the office of FAPD for review that outlines the basis for the original (or previous) award of tenure, the faculty member's accomplishments, and an assessment with documentation of whether the tenured faculty member's performance was consistent with the criteria for tenure. For a Department Chair of the SOM or Dean of the SOM or SHP, such assessment will be done by the EVP.
3. The Tenure Committee will be notified and will consider in its review any annual reviews with a summary evaluation lower than "meeting expectations."
4. It is recognized that standards for tenure may change over time. As we improve our quality standards for faculty performance, faculty who may have qualified for appointment, promotion or tenure previously may not meet more current standards. As we state and invoke higher standards, however, we should avoid unfairness to previously appointed faculty member, which might be caused by retroactive application of higher standards without reasonable time and opportunity to meet these standards.

5. The recommendation of the Tenure Committee will be sent to the EVP for approval.
6. If the recommendation of the Tenure Committee is that tenure should not be awarded after its post-tenure review, and the EVP approves the recommendation, the faculty will have a grace period not exceeding two years to redress tenure deficiencies. If after this grace period, the faculty member has not successfully redressed their deficiencies as determined by the Tenure Committee and approved by the EVP, contractual obligations for faculty without tenure shall apply.

GROUNDS FOR DISMISSAL OF EVMS FACULTY

The appointment of tenured and non-tenured EVMS Faculty may be revoked and terminated and the faculty member dismissed from the faculty during the term of their appointment for any one of the following reasons or grounds. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty or Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

Dismissal for “Just Cause”

Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the EVMS Faculty member in their professional capacity as a teacher, researcher, or provider of patient care. Dismissal will not be used to restrain the faculty member in the exercise of academic freedom or other rights of an American citizen.

EVMS Faculty members holding tenured or non-tenured faculty appointments may be dismissed during the term of their appointment for “Just Cause” only after a hearing conducted by their Department Chair of the SOM or Dean of the SHP with a right of appeal through the EVMS Faculty grievance process. “Just Cause” is defined as any act or patterns of behavior considered to be seriously detrimental to the interests of ODU, the SOM or the SHP, its faculty, its students, or its employees, including, but not limited to, the following:

1. Neglect of duty, including, but not limited to, serious violation of faculty rules for governance or corporate by-laws, rules, and regulations.
2. Violation of generally accepted standards of professional ethics.
3. Material breach of the EVMS Faculty member’s employment agreement.
4. Conviction of a crime deemed to render the faculty member unfit to carry out their professional activities.
5. Professional incompetence.

6. Refusal to perform legitimate work assigned by the faculty member's supervisor, Department Chair of the SOM or Dean of the SHP.

EVMS FACULTY GRIEVANCE POLICY

I. Introduction and Policy

It is the policy of ODU that all EVMS Faculty be given an opportunity to grieve in accordance with this policy and the procedures outlined herein. Disputes are best resolved amicably and informally through effective communication, and it is required that any Grievant shall have attempted to resolve any dispute in good faith before invoking the grievance process set forth in this policy. Similarly, EVMS Faculty should understand that reviewing a formal grievance will involve a major investment of their colleagues' time and should use the grievance process only to resolve important issues and shall not file malicious or frivolous grievances or otherwise abuse the process. All references to "faculty" herein means EVMS Faculty as defined in this policy.

II. Definitions

For purposes of this policy, the following definitions apply:

Action – a decision, action, or inaction, whether written or otherwise, by an ODU administrative officer or body acting in an official capacity.

Chair – the Chair of the Grievance Committee who is the Member-at-large of the EVMS Faculty Assembly Executive Committee.

Committee – the Grievance Committee

EVMS Faculty - Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, research, or administrative services, whether paid or unpaid, in the EVMS School Of Medicine ("SOM") and/or EVMS School of Health Professions ("SHP").

FAPD – The Faculty Affairs and Professional Development office.

Grievable Matters – matters that are grievable under this policy as outlined in Section III below.

Grievance – the formal, written complaint about a Grievable Matter that details the specifics giving rise to the matter and asks ODU to take a formal course of action.

Grievant – the EVMS Faculty member filing the Grievance.

Respondent – the administrative officer or body whose Action is the basis for the Grievance.

III. Grievable Matters and Exclusions

- A. Grievable Matters. A Grievable Matter is a matter that arises when an EVMS Faculty member has been directly and adversely professionally affected by an Action that deviated materially from the existing policies and procedures related to appointment, promotion, tenure and dismissal of EVMS Faculty, or those of ODU, the SOM or SHP, or was arbitrary, capricious, unreasonable, or contrary to the facts.
- B. Exclusions. Certain matters that are not EVMS Faculty or academic matters and/or where ODU has a legal duty to address an issue (e.g., matters of discrimination or sexual harassment) are not intended to be Grievable Matters. Specifically, the following are not Grievable Matters:
1. Discrimination, harassment, retaliation, hostile working environment, or workplace violence allegations;
 2. The amount or source of compensation including annual increases and co-terminus provisions;
 3. Allegations regarding students or student conduct;
 4. Any Grievance review or recommendation made by the Committee;
 5. Decisions by the ODU Institutional Review Board and the Institutional Animal Care and Use Committee;
 6. An act by ODU, pursuant to federal or state law, directive of the Board of Visitors, Board of Directors, or any governing body that regulates ODU, the SOM, or the SHP.
- C. Grievable Matter Determinations. Decisions about whether a matter is a Grievable Matter will be made by the Grievance Committee in accordance with Section VII below.

IV. Required Preliminary Steps by Grievant

- A. Exhaustion of Existing Procedures. A Grievant must first timely pursue and exhaust any existing administrative or academic procedures for review of the Action, including an appeal, prior to grieving a matter under this policy. For such matters that include an applicable appeal process, the Grievant must timely file an appeal and the date of the Action shall be considered the date of the final disposition of the appeal.
- B. Informal Resolution.
1. With the exception of non-renewal of EVMS Faculty appointment, matters involving a decision by an ODU administrative body, or matters that have received a final determination through an appeals process, which may proceed with filing a Grievance under Section V, a Grievant who desires to grieve a matter under this

policy shall first meet with the Respondent to attempt informal resolution within 60 days of the Action.

2. FAPD will appoint a neutral EVMS Faculty member or staff to attend the informal resolution meeting if requested by either the Grievant or the Respondent. Such person shall act in an advisory capacity only.
3. The Grievant shall provide all relevant documents to the Respondent prior to the informal resolution meeting.
4. If the matter is not resolved to the Grievant's satisfaction after the informal resolution meeting, or if the Respondent refuses to meet with the Grievant after two documented attempts by the Grievant, the Grievant may proceed with filing a Grievance as outlined in Section V.

V. Grievance

A. Statement of Grievance.

1. The written statement of Grievance shall not exceed 1000 words and must contain the following elements:
 - a. A statement as to the alleged Action, the date of the Action, and how the Grievant has been negatively affected.
 - b. A brief history or statement of facts that gave rise to the Grievance.
 - c. Identification of applicable policies and procedures on which the Grievance is based, if any.
 - d. The date and outcome of any required preliminary steps as outlined in Section IV, if applicable.
 - e. An explanation or reference to any attachments that will be included with the Statement of Grievance.
 - f. The remedy sought by the Grievant as more specifically described in Section X.
2. The Grievant shall attach all relevant documentation that will assist the Grievance Committee in reviewing the Grievance.
3. The Grievance, including the attachments, shall contain sufficient detail and be clear as to the chronology, events, and basis for the Grievance.

B. Informal Meeting with Chair. A Grievant may contact the Chair to schedule an informal meeting to obtain guidance on their grievance.

C. Filing. The Grievance shall be filed electronically via email with the Chair within 90 days of the date of the Action and must be combined into one PDF document, including attachments. For such matters that have an applicable appeal process, the date of the Action shall be considered the date of the final disposition of a timely appeal. In cases where the Grievant is on approved leave or can demonstrate that the Grievant was

unable to meet the Grievance deadline due to mitigating circumstances, the Chair may extend the Grievance filing period in their sole discretion.

VI. Grievance Committee

The President of the EVMS Faculty Assembly shall select four members from the Faculty Assembly to serve on the Grievance Committee in addition to the Chair. The President of the EVMS Faculty Assembly shall consider any conflicts of interest when appointing the Grievance Committee. At any time during the Grievance process, the Chair or Committee may consult with University Counsel's office to seek advice on legal and procedural matters.

VII. Initial Review by Grievance Committee

A. Initial Review. Within 60 days of receipt of the Grievance, the Grievance Committee shall review the Grievance to determine whether:

1. The subject of the Grievance is a Grievable Matter in accordance with Section III;
2. The requested remedy is within ODU's power to grant, is reasonable and appropriate, and would not disregard any ODU, SOM or SHP policy or procedure if implemented in accordance with Section X;
3. The Grievance has been timely filed in accordance with Section V(C);
4. Required preliminary steps in accordance with Section IV have occurred; and
5. The requirements for the Statement of Grievance, as outlined in Section V(A) have been met.

B. Deficient Grievances.

1. If the Committee determines that the Grievance is deficient because it does not meet a requirement set forth in Section VII (A) 1-4, the Grievance shall be rejected and the Chair shall provide such written notice.
2. If the Committee determines that the Grievance is deficient because it does not meet the requirements for the Statement of Grievance, as outlined in Section V(A), the Chair shall notify the Grievant of the deficiencies and provide the Grievant with 30 days to correct all deficiencies and return to the Chair. The Committee shall have 60 days to review a revised Grievance. If the Grievance remains deficient, the Committee may reject the Grievance. At any time, the Chair may meet with the Grievant in order to provide or obtain clarification from the Grievant.

C. Sufficient Grievances; Notice to Respondent. If all requirements outlined in Section VII(A) have been met, the Chair shall notify the Grievant that the Grievance is accepted and provide the Respondent with notice of the Grievance, including a copy of the Grievance and all supporting documentation. The Respondent shall provide a response

to the Grievance within 30 days, which shall not exceed 1000 words, shall include an explanation or reference to any attachments that will be included, and shall attach all relevant documentation that will assist the Grievance Committee in reviewing the Grievance.

VIII. Mediation

Upon receipt of the response from Respondent, the Committee shall consider whether the matter may be suited to an informal mediation, which, if determined, shall be arranged and guided by the Chair with support and involvement by the Committee, and may include but is not limited to, informal fact gathering and individual or collective discussions with the Grievant and Respondent. The Chair may request assistance from the Office of Faculty Affairs and Professional Development. The informal mediation process shall be concluded within 90 days unless extended in accordance with Section XIII(B). If the Grievant accepts the outcome of the informal mediation, the Grievance shall be considered withdrawn. If the Grievant is not satisfied with the outcome of informal mediation, or if the Committee determined that the matter was not suited for informal mediation, the matter shall proceed to a review and hearing by the Grievance Committee.

IX. Review by Grievance Committee

- A. Hearing. The Chair, or the Chair's designee, shall schedule a hearing no later than 90 days after the later of receipt of Respondent's Grievance response or the conclusion of the informal mediation.
- B. Notice. The Chair will provide a written notice to the Grievant and Respondent of the date, time, and location of the hearing that, at a minimum, specifies that:
 1. If any party does not appear, the hearing will be held in their absence;
 2. The Grievant and Respondent may each bring an advisor of their choosing (see Section C2 below); and
 3. The Grievant and Respondent must provide the Chair with the names of any witnesses.
- C. Attendance.
 1. Grievance Committee. A majority of the Grievance Committee shall attend the hearing. The President of the EVMS Faculty Assembly may appoint alternates to serve in the place of Committee members that are unable to attend.
 2. Advisors. The Grievant and Respondent may each invite an individual EVMS Faculty or staff member to serve in an advisory capacity at the Grievance hearing. Advisors can be present throughout the entire hearing to provide support and advice to their advisee and/or to observe the proceedings. Although a Grievant and Respondent may seek legal guidance at any time during the grievance process, attorneys may not act as advisors or otherwise represent the Grievant or Respondent at Grievance hearings. Advisors may not also be witnesses and no advisor may

provide testimony, make statements or speak on behalf of their advisee, or otherwise participate in the hearing.

3. Witnesses. Witnesses must be physically present and shall be permitted to attend only that portion of the hearing to provide testimony or as requested or approved by the Chair. If a witness is unable to attend, the Grievant or Respondent may submit a written statement prepared and signed by the witness with prior approval of the Chair. The Chair may require that the written statement be notarized.
4. Other Attendees. The hearing will be closed to other attendees except that the Chair may request or permit other attendees to assist the Committee as necessary and the Grievant may request that the hearing be open to EVMS Faculty and staff. If the Grievant requests an open hearing, the hearing will be open to only as many EVMS Faculty and staff that may be accommodated in the hearing room and will not be broadcast.

D. Hearing Procedure.

1. The Chair shall preside over the hearing and shall:
 - a. Maintain control over the hearing and direct the proceedings to ensure that sufficient time is allotted to each party.
 - b. Allow the Grievant and Respondent, and their respective witnesses, to present evidence and ensure that anyone providing evidence responds to questions by the Committee on their own behalf. The Chair may also limit the number of witnesses to prevent repetitive or cumulative testimony and may grant adjournments as deemed necessary. Formal rules of evidence do not apply and there will be no cross-examination.
 - c. Address any evidentiary concerns prior to and/or during the hearing including, but not limited to, excluding irrelevant, immaterial, or new allegations or evidence; or advising the Grievance Committee to disregard evidence lacking in credibility or that is improperly prejudicial (i.e. rumors).
 - d. Adjourn the hearing at its conclusion. The hearing shall not exceed one and a half hours in length.
2. The Grievant has the burden of proving that they have been directly and adversely professionally affected by the Action of the Respondent which deviated materially from the existing policies and procedures related to appointment, promotion, tenure or dismissal of EVMS Faculty, or policies and procedures of ODU, the SOM or SHP , or was arbitrary, capricious, unreasonable, or contrary to the facts and that such injury is remediable.
3. The hearing will be audio recorded.

- E. Deliberations. After the conclusion of the hearing, the Grievance Committee shall meet to determine its findings, conclusions, and recommendation for dismissal or remedy of the Grievance.

- F. Information Requests. At any time before or after the hearing, the Chair or Committee may request additional information or clarification from the Grievant or Respondent and may request information or documentation from other areas with relevant information. The Committee may request assistance from the Office of Faculty Affairs and Professional Development.
- G. Post-Hearing Report. Within 30 days of the hearing, the Grievance Committee will prepare a written report to the Executive Vice President (the “EVP”) which shall contain the history of the Grievance, the findings of facts by the Grievance Committee, and the Committee’s recommendation for action, including remedies, with all documents received by the Committee attached. The Committee may request additional time to prepare the written report from the President when necessary.

X. Remedies

A Grievant may request, and the Grievance Committee may consider and recommend, any remedy appropriate for the Grievance that would reasonably resolve or correct the matter and that ODU or the SOM or SHP has the authority to provide, that is appropriate to the Grievance, and does not disregard existing policies and procedures related to appointment, promotion, tenure or dismissal of EVMS Faculty, or policies and procedures of ODU, the SOM or SHP. A remedy may include a proper reconsideration of the matter through the applicable procedures related to appointment, promotion, tenure or dismissal of EVMS Faculty, or procedures of ODU, the SOM or SHP. The Committee may decline to review a Grievance that requests a remedy that is not within ODU’s authority to provide, is clearly unreasonable or inappropriate, including enlisting resources outside of ODU, or that would disregard any ODU, SOM or SHP policy or procedure.

XI. Decision by the EVP

Upon receipt of the Committee's report and recommendations, the EVP, in their sole discretion, may decide to accept, alter, or reject the recommendation of the Committee. The recommendation of the Grievance Committee is not binding on the EVP. The EVP shall issue a written decision to the Grievant, with a copy to the Respondent, the Chair, and FAPD, within 30 days of receipt of the Grievance Committee’s recommendations. Additional time may be provided at the discretion of the Grievance Committee. The decision of the EVP shall be final. The EVP shall cause the implementation of any remedy provided in their decision.

XII. Abuse of process, Malicious Grievances, or Frivolous Grievances

A Grievant must proceed with a Grievance in good faith. If at any time the Grievance Committee determines that a Grievant has filed a malicious or frivolous grievances, has falsified information submitted in the Grievance, or is otherwise abusing the grievance process with repetitive and cumulative Grievances, the Grievance Committee may deny and reject the Grievance and the Grievant may be subject to disciplinary action.

XIII. Records and Time Extensions

- A. Records. For Grievances that are rejected by the Grievance Committee or which are concluded through mediation as set forth in Section VIII, the Chair shall forward all documentation received and a copy of the Committee’s decision or resolution to the FAPD to be maintained. For Grievances that continue through a hearing, the Chair shall forward a copy of the Post-hearing report and the recording of the hearing to the FAPD to be maintained.
- B. Time Extensions. The Grievance Committee may grant reasonable time extensions upon requests made prior to the expiration of such deadlines or when it determines that an extension is reasonable and necessary.

ANNUAL REVIEW OF FACULTY PERFORMANCE

I. POLICY

It is the policy of ODU that all EVMS Department Chairs of the School of Medicine (“SOM”) or the Dean of the School of Health Professions (“SHP”), referred to as academic unit’s administrative head, or their designees, annually evaluate all faculty members appointed within their departments or programs with the exception of those faculty members who are appointed with an “Adjunct” or “Visiting” title. Academic units shall make reasonable efforts to inform faculty of the promotion process, including tenure, and encourage participation in professional development activities aligned with their career goals. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty or Part-Time Faculty, (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services in the SOM or SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy. Adjunct or Visiting Faculty shall be subject to ODU policies governing the review of ODU faculty.

II. PURPOSE

The SOM and SHP value excellence in teaching, clinical care, research/discovery and administration/ service. The institution believes that an ongoing performance management process supports these values by providing faculty with performance feedback in order to understand what is expected, how they are performing in each four domains as applicable to the faculty member, and what is required to achieve or sustain excellence for promotion or tenure. Specifically, annual reviews of faculty performance are intended to: 1) involve faculty members in the design and evaluation of objectives and goals of their academic programs and in the identification of the performance expectations central to their own personal and professional growth; 2) assess actual performance and accomplishments in the areas teaching, clinical care, research/discovery and administration/service; 3) promote the effectiveness of faculty members through an articulation of the types of contributions they might make to enhance the SOM and SHP; 4) provide a written record of faculty performance to support personnel decisions; 5) recognize the special talents, capabilities, and achievements of faculty members; 6) correct unsatisfactory ratings in one of more areas

of responsibility through specific faculty improvement plans designed to correct the deficiencies in a timely manner; and 7) fulfill reappointment, promotion and post-tenure reviews (when appropriate) for faculty.

III. PROCEDURE

A. Review Process.

1. Notice. Faculty Affairs and Professional Development (FAPD) will notify all faculty, chairs and administrators via email in the spring of each year that the annual performance review process has begun with directions and a link to the evaluation form and activity report.
2. Faculty Submission. Each faculty member shall submit an annual evaluation form and any other materials that may be deemed relevant to the academic unit's administrative head of their past year's performance and their goals and priorities for subsequent year in a timely manner for review. Information provided on the annual evaluation form shall be based on the appropriate criteria for subsequent annual review, reappointment, promotion, and (as applicable) tenure and post-tenure review. In the area of teaching, student evaluation of faculty performance and other expressions of teaching performance are required. Student evaluations of faculty should become available to the academic unit's administrative head from the Office of Medical Education, SOM and SHP.
3. Review Meeting. The academic unit's administrative head, or designee, shall meet with each faculty to discuss progress toward meeting last year's goals in all domains aligned with the institution's mission areas and determine goals and priorities for the upcoming year in accordance with the faculty's percentage of effort directed toward teaching, clinical care, research/discovery and administration/service. Reasonable efforts shall be made to inform faculty of the promotion process and promotion guidelines, including tenure, and encourage participation in professional development activities aligned with their career goals. If faculty members are making exceptional contributions, they should be encouraged to apply for promotion consistent with guidelines time frame. As soon as possible thereafter, the academic unit administrative head or their designee shall prepare a written report of the evaluation that is acknowledged by both parties verifying that the evaluation was completed, and the feedback was read and discussed.
4. Alternate Reviewers and Multiple Appointments.
 - a. In the event that the academic unit's administrative head does not have routine contact or knowledge of the performance of a faculty member, they may select another individual within the academic unit as a designee (i.e., associate chair, division chief or program director) who is in a supervisory role and has knowledge of the individual faculty member's performance.
 - b. When the faculty member holds an appointment that involves an administrative assignment that involves more than 50% effort, the annual performance review shall be conducted by the supervising administrator with appropriate input from

other units when appropriate. Decisions on academic advancement remains under the responsibility of the academic unit's administrative head.

- c. When the faculty member holds multiple appointments involving administrative, professional, or other assignments, the annual performance review is conducted by the academic unit's administrative head, or designee, and shall address contributions under each of these assignments.
5. Failure or Denial to Submit. If the faculty member does not timely submit or denies to submit annual performance review information to the academic unit administrative head, or designee, the faculty member shall receive an overall unsatisfactory performance rating, which will initiate the Faculty Improvement Plan described below, unless the administrative head determines the good cause exists for an exception.
6. Review File. A copy of all signed annual evaluations shall be maintained with FAPD as part of the faculty member's academic file.
7. Use of Review. The appropriate Dean of each school as well as the appropriate committees shall have access to the annual performance reports for subsequent annual review, reappointment, promotion, and, if applicable, tenure decisions. Annual performance reviews completed in the last three years, may be considered on the promotion and tenure process, but such evaluations are not determinative on promotion and tenure decisions. Satisfactory ratings in the annual performance reviews do not necessarily indicate successful progress toward promotion and tenure. Progress toward promotion and tenure requires scholarly accomplishment over a period of years in the broader range of faculty responsibilities, and includes evaluation by external referees, which is not part of the annual review process. Criteria and decisions regarding promotion and tenure are detailed in the applicable policies.

B. Unsatisfactory Ratings of Non-Tenure and Tenure Track Faculty.

1. Overall Unsatisfactory Rating. In the event a faculty member receives an overall annual performance review rating as unsatisfactory, the faculty member's immediate supervisor shall work with the faculty member to develop an individualized Faculty Improvement Plan (FIP). The FIP should be created within 30 days after the completion of the annual performance review. It should take into consideration the reasons for under performance by the faculty member including professionalism issues that interfere with the faculty member's performance; lack of knowledge/skills to perform assigned tasks and willful or deliberate neglect of roles, responsibilities or tasks, and include specific benchmarks to enhance faculty's performance over the next academic year period, or may choose to initiate other actions in accordance with institutional policy.

2. Faculty Improvement Plan. The objective of the Faculty Improvement Plan (FIP) is to resume the faculty member's place as a fully contributing member of the faculty. The faculty member must take responsibility for meeting to develop the FIP and submitting any necessary materials in a timely manner, and for following the FIP once it is developed.
 - a. FIP aims to address a) two or more areas of performance rated as unsatisfactory; b) one area of performance rated as unsatisfactory, depending on the emphasis assigned to that area or the extent of the deficiency; c) the faculty member's failure to provide annual performance review information on time to their academic unit's administrative head (or designee); d) the faculty's member denial to submit annual performance review information on time to their academic unit's administrative head (or designee); e) ratings of needs improvement in more than one area of performance before they become sufficiently serious to impair the faculty member's overall performance.
 - b. FIP will generally:
 - i. Describe specific deficiencies;
 - ii. Provide a list of clear and reasonable outcomes needed to correct deficiencies;
 - iii. Describe the process to be followed to achieve outcomes;
 - iv. Provide the timeline for accomplishing the process, including frequent reviews and feedback;
 - v. Describe benchmarks and expectations;
 - vi. Describe the criteria to be used in evaluating progress in the FIP.
 - c. The academic unit's administrative head (or designee) develops the plan in collaboration with the faculty member and the appropriate department/unit committee, when available.
 - d. The plan has a maximum of one-year duration, has clear and attainable objectives for the faculty member and includes appropriate interim monitoring and feedback. When appropriate, the plan includes a commitment of departmental or institutional resources (i.e., mentoring, faculty development).
 - e. The plan may also include a reallocation of the faculty member's workload distribution in accord with the department workload standards and is signed by the faculty member, the academic unit's administrative head (or designee) and the Dean of the appropriate School.
3. Expected Outcomes of the Faculty Improvement Plan. Faculty members are expected to demonstrate improvement in the deficient area to a level that meets expectations within one year. If the faculty member fails to demonstrate reasonable progress relative to the benchmarks and performance goals, dismissal for cause or non-renewal of contract may be initiated, and if initiated will proceed in accordance with the applicable policies.
4. Refusal to Participate. If the faculty member refuses to participate in the development of the Faculty Improvement Plan, an unsatisfactory rating will be

assigned to the faculty, which will initiate other actions in accordance with institutional policy.

C. Appeals of Annual Performance Review Ratings.

Faculty members have the right to appeal their overall annual performance review when: 1) there are errors of fact that may impact the rating; or 2) the facts may be correct, but there is disagreement about the supervisor's judgment of the rating by providing additional information to the next administrative level, ordinarily to the academic unit's administrative head. If the disagreement cannot be resolved to the satisfaction of the faculty member, then the faculty member may appeal their reviews with the Dean of the appropriate School through the office of FAPD. Such appeals must be made in writing within 30 days from the date of the written annual performance review and must state with specificity: 1) the findings to be appealed; 2) the points of disagreement; 3) the facts in support of the appeal; and 4) the corrective action sought. The document should not exceed three pages in length.\

The administrator reviewing the appeal will consider the facts in support of the appeal and develop any additional facts deemed necessary. The decision on the appeal, which represents the final evaluation, will be completed in writing within 30 days, with copies provided to the faculty member, the administrative head involved in the annual performance review and the office of FAPD.

EMERITUS FACULTY APPOINTMENTS POLICY

Emeriti status in the School of Medicine ("SOM") or School of Health Professions ("SHP") is an honor, and is granted to retired faculty members who have demonstrated a distinguished professorial career and have made significant contributions to the school. This Policy only applies to "EVMS Faculty" defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the SOM and/or SHP. All references to "faculty" herein mean EVMS Faculty as defined in this policy.

Criteria for Candidacy

Full-Time faculty (tenured or non-tenured) at the rank of Professor or Associate Professor are eligible for Emeriti status. Candidates for consideration will have served for a period of not less than 10 years as a faculty member; or as Chair of a department; and with noteworthy academic contributions and significant service to EVMS prior to retirement as evidenced by one or more of the following:

- Research, scholarship, and/or creative work commensurate with national and/or international standards;
- Noteworthy teaching and educational contributions including departmental or institutional awards for the same;
- Significant service to SOM or SHP recognized by peers and the institution.

Rank

The ranks for Emeriti are Professor Emeritus/Emerita or Associate Professor Emeritus/Emerita and shall be based on the corresponding faculty rank at retirement.

Emeriti Privileges

The privileges associated with having Emeriti status are as follows:

1. Emeritus/Emerita will be added to the faculty rank.
2. Lifetime listing indicating the appropriate rank of Professor Emeritus/Emerita or Associate Professor Emeritus/Emerita; in applicable catalogues and directories.
3. In person and online library privileges.
4. Emeritus e-mail address and technical support for salaried faculty including listing in applicable directories for 5 years with renewal based upon contribution/activity/engagement with the institution. Email accounts that have been inactive for more than a year will be eliminated.
5. With the permission of the department, usage of department main phone number for contact number.
6. Parking within the Medical Center may be provided by the department.
7. Participation in institution public ceremonies.
8. Based on availability and the recommendations of the Department Chair with the concurrence of the Executive Vice President (“EVP”), use of office and/or lab space, equipment, and other campus facilities to support scholarly work and/or educational activities.
9. With permission of the Department Chair and EVP, authorization to serve on thesis and dissertation committees or engage in other research or educational activities at the institution.
10. Be eligible for up to 8 hours/week of paid administrative or educational consultation service needs within the Department as determined by the Department Chair (e.g., Chair’s Fund) as an independent contractor as long as the work being performed would qualify as consulting.
11. With approval of the Department Chair and the EVP, Emeriti Faculty will be welcomed to:
 - a. Advise medical students, health professions students and residents. Co-author papers with them and with other faculty members within or outside of the institution using institutional affiliation;
 - b. Teach classes as an emeriti faculty member;
 - c. Participate in sponsored research, as approved by the sponsor and the institution;
 - d. Attend departmental and collegial open meetings, as a guest, subject to the bylaws of said unit;
 - e. Eligible to serve on an Institutional Standing Committee as an ad-hoc or regular member.

Procedure

Application for Emeriti status may be initiated by the candidate, Chair, or Dean with the understanding that granting of emeritus requires approval by the EVP, President, Board of Directors, and Board of Visitors, and requires a 3–6-month process.

To initiate the process, the faculty member must submit a letter requesting Emeriti status and supporting evidence of academic contributions, including a current Curriculum Vitae, to the Department Chair by December 1st of the year of retirement.

The Department Chair will meet with all departmental faculty to review the faculty's request for Emeriti status. Upon full concurrence by the departmental faculty, the Department Chair shall notify the Vice Dean for Faculty Affairs and Professional Development (FAPD) in writing that the faculty member has applied for Emeriti status. The Department Chair's recommendation, and all supporting materials, must be received by the Vice Dean for FAPD by January 15th.

The Vice Dean for FAPD shall convene the Emeriti Review Committee, as described below. The Committee shall deliberate and deliver its recommendations to Vice Dean for FAPD by February 15th.

The Vice Dean for FAPD shall make a recommendation and forward same, along with the Committee's recommendation, to the EVP by March 1st.

The EVP shall make a recommendation and forward same, along with all prior recommendations, to the President, who shall forward their recommendation to the Board of Directors, which shall recommend to the Board of Visitors for approval.

Candidates whose rank of Professor Emeritus/Emerita or Associate Professor Emeritus/Emerita have been approved by the Board of Visitors shall be notified by FAPD, and shall also be recognized during the Graduation ceremony in May.

The above-referenced timeline may, at the EVP's sole discretion, be modified or accelerated in circumstances where the faculty member's illness, disability, or other personal events result in abrupt retirement, and/or if the institution deems that other factors make the following of such timeline impractical.

Reconsideration

Candidates who are denied Emeriti status shall be notified of the reason(s) for such denial by FAPD. The candidate may request reconsideration by following the application process described above and resubmitting the application to the Department Chair by December 1 of the year in which the application is denied. A candidate may only request reconsideration once.

Emeriti Review Committee Operations

The Emeriti Review Committee consists of two representatives from clinical departments, one from a basic science department, and one from the SHP, who are appointed by the Vice Dean for FAPD for a term of three years. One or more of the Committee members should be an Emeritus faculty member. The Emeriti Review Committee operates under the jurisdiction of the EVMS

Faculty Assembly who will appoint a representative from its membership to be Chair of the Committee for three years. After its deliberations, the Chair will report briefly to the EVMS Faculty Assembly on the operations and the recommendations of the Committee.

Amendments

This Policy may be amended and the privileges changed from time to time at the discretion of the EVP through the appropriate processes and procedures, including with the advice and consent of the EVMS Faculty Assembly. Such amendments shall be promptly communicated to all Emeriti faculty.

SABBATICAL LEAVE

This Policy only applies to “EVMS Faculty” (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services in the School of Medicine (“SOM”) and/or the School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

Sabbatical leave may be provided for members of the faculty holding Associate Professor or Professor ranks. A faculty member is eligible for sabbatical leave after every sixth year of continuous service on the faculty of the SOM or SHP. The period of service is to be calculated from the time of first appointment to the full-time faculty with a minimum rank of Assistant Professor. Sabbatical leaves are not awarded automatically after six years of service, but are awarded on the basis of individual merit.

Compensation

The compensation during a sabbatical will be either at the 100% rate for leaves of six months or less or 50% rate for leaves of seven to twelve months. Funding of the base salary while on such sabbatical will be derived from the same funding sources at that paid to the faculty member while not on sabbatical except that any salary component of a faculty member's base salary that is derived from extramural research funds will instead be derived from other funds. All institutional benefits will remain in force during a sabbatical leave. The faculty member will be responsible for paying their portion of the premiums.

Activities during Sabbatical Leave

The privilege of a sabbatical may be extended to a faculty member for the purpose of enriching academic talents relative to their functions at the SOM or SHP. A sabbatical is, therefore, intended to permit a faculty member to perfect or acquire techniques in teaching, clinical care, research/discovery and administration/service, either in the faculty member's original discipline or in a new area in which they propose to embark. Work in a research laboratory, clinical training at another medical center or medical school or the pursuit of formal courses in an accredited institution of higher education in a relevant discipline are appropriate activities for sabbatical leaves. The writing of books or original papers is also an appropriate justification.

Approval of Request for Sabbatical Leave

Sabbatical applications for any part of the school year must be submitted at least nine months in advance of the start of the leave. Applications are to be submitted to the Department Chair of the School of Medicine or Dean of the SHP who recommends the request, giving assurance that the faculty member's activities will be adequately covered without additional cost to the department's budget and justifying the faculty member's need for such a leave, to the Dean of the SOM, if applicable, and to the Executive Vice President for final review and approval.

Upon Conclusion of the Sabbatical Leave

Recipients of sabbatical leave are required to return to full-time service of ODU for at least one academic year. Failure to return to ODU service for one academic year shall create an obligation for the faculty member to pay ODU an amount equal to the compensation the faculty member received from ODU on a month for month basis. For example, if a faculty member was granted a sabbatical leave of one year, but only returned to ODU for six months, the faculty member would incur an obligation to pay ODU an amount equal to six months compensation. Faculty must submit a report of the activities during the sabbatical to the Department Chair of the School of Medicine or Dean of SHP, and to the Dean of the SOM, if applicable, and to the EVP upon completion of the sabbatical leave.

**RESOLUTION TO ENDORSE THE FACULTY SENATE CHAIRS’
RECOMMENDATION OF THE CADENCE FOR APPOINTMENT,
PROMOTION, AND TENURE POLICY REVIEW**

WHEREAS, Old Dominion University (ODU) and the Eastern Virginia Medical School (EVMS), with the support and engagement of the faculty, will merge and create the Eastern Virginia Health Sciences Center at Old Dominion University; and

WHEREAS, during the 2023 legislative session, the Virginia General Assembly passed legislation necessary to complete and effectuate the planned merger; and

WHEREAS, the principle of shared governance provides faculty with a voice in shaping the policies that govern them inclusive of appointment, promotion, and tenure (APT); and

WHEREAS, the Board of Visitors of Old Dominion University has formally recognized and approved the appointment, promotion, and tenure policies that will apply to the EVMS School of Medicine (SOM) and School of Health Professions (SHP) faculty upon integration (anticipated January 1, 2024); and

WHEREAS the Board of Visitors of Old Dominion University has recognized and acknowledged that, upon integration (anticipated January 1, 2024), the SOM and SHP faculty will follow the Handbook for EVMS School of Medicine and School of Health Professions Faculty at ODU, which contains the appointment, promotion, and tenure policies approved by the EVMS SOM and SHP faculty.

THEREFORE, BE IT RESOLVED, the Board of Visitors of Old Dominion University recognizes and acknowledges that the appointment, promotion, and tenure policies contained in both the Old Dominion University Teaching and Research Handbook and the Handbook for EVM School of Medicine and School of Health Professions will be reviewed and updated by the integrated ODU Faculty Senate (which will be created upon integration and include representation from the EVMS SOM and the SHP) in accordance with its policy review process and procedures, and that any recommended changes to applicable policies will be presented to the Board of Visitors of Old Dominion University for its consideration; and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University endorses the recommendation of the Chairs of the ODU Faculty Senate and the EVMS Faculty Senate for the integrated Faculty Senate to reconcile, review, and update, as appropriate, the appointment, promotion, and tenure policies over a period of 24 months (about 2 years) from the date of integration (anticipated January 1, 2024).

Rationale: This resolution endorses the recommendation of the Faculty Senate Chairs at ODU and EVMS to revise the APT policies post-integration over a period of 24 months. It is important that the Board acknowledges their efforts and affirms the integrated Faculty Senate’s continued role in the shared governance of the University.

**RESOLUTION TO ACKNOWLEDGE THE ENGAGEMENT AND COOPERATION
OF THE OLD DOMINION UNIVERSITY FACULTY SENATE
IN SUPPORT OF THE INTEGRATION WITH EVMS**

WHEREAS, over the past 12 months, members of the Old Dominion University’s Faculty Senate have engaged in productive discussions in support of the planned merger of Old Dominion University and the Eastern Virginia Medical School and have served as faculty leaders who helped revise the new faculty senate constitution to welcome and recognize, upon integration, the faculty of the Eastern Virginia Medical School as members of the ODU academic community.

THEREFORE, BE IT RESOLVED, that the Board of Visitors affirms its long-standing commitment to shared governance and recognizes and commends the faculty senate’s forward-focused efforts to embrace the principle of shared governance in a way that serves as a model for other institutions.

Rationale: The Faculty Senate serves a key role in the governance of the university and in shaping opinion among the faculty. The Faculty Senate Executive Committee and the Ad Hoc Constitution/Bylaws Revisions Committee serve a leadership role in driving change over the course of the academic year and building support for the planned merger. It is important that the Board acknowledge their efforts and affirms their continued role in the shared governance of the university.

The Committee received the Annual Report of Committee Actions and the Report on Promotions in Academic Rank Effective for 2023-2024. Provost Agho and Dr. Shanda Jenkins, Coordinator of Faculty Diversity & Retention, presented an overview of faculty

demographics, promotion and tenure, and separations. Vice President Morris Foster provided an update on upcoming changes to the Carnegie Classification for 2024.

ADMINISTRATION AND FINANCE COMMITTEE

Mr. Broermann, chair of the Administration and Finance Committee, reported that Mr. Doug Streit, Executive Director of IT Security and Planning, provided an update on the ODU Information Security Program. The program will provide the framework to identify, protect, detect vulnerabilities, and provide the outline on how the University will respond and recover.

Vice President Chad A. Reed presented the Capital Projects Report to the Committee. He noted there are nine active projects in various stages of planning, schematic design, and construction. He covered several capital activities that have demonstrated progress since April, including the MagLev demolition and the Crittenton Hall renovation project, which are both scheduled for completion next month. He reported on the ongoing design phases for the Rollins Hall renovation and provided an update on the timeline for the Master Planning process.

Vice President Reed presented the Proposed 2023-2024 Operating Budget and Plan. He noted the priorities for the budget were maintaining student affordability, accounting for mandatory cost increases, and investing in Strategic Plan initiatives. The total operating resources in the budget total \$632.53 million.

Vice President Reed provided information on the integration with Eastern Virginia Medical School. This included an update on the current EVMS Operating Budget as well as a snapshot of ODU's profile once fully integrated with EVMS and an estimated integration plan cost summary. The Committee voted approval of the Resolution supporting and committing to the continued success of the School of Medicine and School of Health Professions once part of ODU and recognizing the funding for the School of Health Professions and School of Medicine represent an ongoing commitment as presented.

Vice President Reed provided an update on the FY24 Tuition and Fee rates as they relate to military and online programs for students living out of Virginia. The proposed revisions will keep the military rate flat at 2022-2023 levels and will increase distance learning outside of Virginia/US by 4.6% for undergraduate and graduate students.

The Committee received the Educational Foundation Investment Report from Ms. Maggie Libby, Interim Associate Vice President for Finance and University Controller, and the Public Safety Report from R. Garrett Shelton, Chief of Police.

ATHLETICS COMMITTEE

Mr. Mugler, Chair of the Athletics Committee, reported that Mallory Kane, ODU head coach of Women's Golf, and Leah Onosato, Women's Golf Student-Athlete and 2023 Sun Belt Conference Women's Golf Individual Champion, were introduced at the start of the

meeting. Ms. Onosato is the first ODU women's golfer in program history to achieve the conference title of Individual Champion.

Dr. Sonja Lund, Associate Athletics Director for Student Athlete Mental Health and Wellness, provided a mental health year in review update. Ms. Amy Lynch, Director of Student Athlete Services and Community Engagement provided an academic and community service update for academic year 2022-2023. Dr. Wood Selig, Director of Athletics, ended the meeting highlighting ODU athletics success during the department's first year as a member institution in the Sun Belt Conference.

AUDIT, COMPLIANCE, AND HUMAN RESOURCES COMMITTEE

Mr. Pitts, presiding chair of the Audit, Compliance, and Human Resources Committee, reported that Ms. Amanda Skaggs, Chief Audit Executive, presented the Activity and Status of Open Audit Issues since April and briefed the Committee on the annual risk assessment process. She requested approval of a modification to the FY2023 Audit Plan and approval of the FY2024 Audit Plan. The following resolution was brought forth as a recommendation of the Audit, Compliance, and Human Resources Committee and was approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

RESOLUTION TO APPROVE FY2023 and FY2024 AUDIT PLAN

RESOLVED, that upon the recommendation of the Audit, Compliance, and Human Resources Committee, the Board of Visitors approves the modifications to the FY2023 Audit Plan and the proposed FY2024 Audit Plan as recommended.

The Committee convened in closed session to discuss the performance of specific departments where such evaluation involved discussion of the performance of specific individuals.

After reconvening in open session, Ms. September Sanderlin, Vice President for Human Resources, Diversity, Equity, and Inclusion, shared changes to Commonwealth Human Resources policies related to Teleworking, Hiring, Compensation, Annual Leave, and Family Medical Leave.

Vice President Sanderlin also presented the resolution to approve the Administrative and Professional Faculty appointments. The following resolution was brought forth as a recommendation of the Audit, Compliance, and Human Resources Committee and was approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

ADMINISTRATIVE FACULTY APPOINTMENTS

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

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Katherine Bishop Director of Operations and Project Management, University Marketing	\$72,000	5/10/23	12 mos

Katherine Bishop holds a bachelor’s degree in communications with a minor in Business from Virginia Wesleyan University. Prior to coming to Old Dominion University, Ms. Bishop served as an Account Coordinator for Otto Design & Marketing Group, Marketing Project Manager for OVM Financial and Media Coordinator for Meridian Group Ad Agency.

Chrisie Brown Director of Creative Services, Athletics (Emergency Hire)	\$55,125	5/10/23	12 mos
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Chrisie Brown holds a Bachelor of Fine Arts, Graphic Design from Old Dominion University. She brings experience having served as the Assistant Director of Athletic Publishing & Creative Services for the ODU Athletics External Relations Office and Creative Director for HotSpot Marketing.

Andrew Casa Director of Player Personnel, Athletics	\$65,000	4/10/23	12 mos
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Andrew Casa received a Bachelor of Science in Athletic Coaching Education from West Virginia University. Mr. Casa brings prior experiences serving as an Assistant Director of Recruiting and Football Recruiting Assistant (Offensive Recruiting Coordinator) for West Virginia University.

Jessica Corder Applied Research Cloud Architect, Virginia Modeling, Analysis and Simulation Center	\$85,000	5/25/23	12 mos
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Jessica Corder holds a bachelor’s degree in Computer Engineering from Old Dominion University. Ms. Corder brings experiences having served as a Senior Project Scientist/Capabilities Lab Coordinator for the Virginia Modeling, Analysis and Simulation Center and Project Scientist/Capabilities Lab and Integration Manager for the Old Dominion University Research Foundation.

Sarah Crowe Civil Rights/Title IX Investigator, Institutional Equity & Diversity	\$80,00	5/10/23	12 mos
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Sarah Crow received a Bachelor of Arts in Foreign Languages from Old Dominion University and a Juris Doctorate from William Mary Law School. Previously, Ms. Crow worked as a Judicial Law Clerk in the Portsmouth Circuit Court and Public Service Fellow in the Office of the Portsmouth Commonwealth’s Attorney.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Carolyn Crutchfield Executive Senior Associate AD for Sports Administration & External Affairs/Senior Women's Administrator, Athletics	\$110,250	5/10/23	12 mos

Carolyn Crutchfield holds a Bachelor of Business Administration and a Bachelor of Arts in Psychology from the University of Notre Dame. She received a Master of Science in Sport Management from the University of Tennessee. Ms. Crutchfield served as the Executive Senior Associate AD, Sport Administration and External Affairs, Deputy Title IX Coordinator Sport Administrator: Women's Basketball, Volleyball, Field Hockey, Women's Lacrosse, Men's & Women's Gold, Cheer, Dynastic Dance for Old Dominion University. She brings experience having also served as the Associate Athletic Director, Revenue and Strategic Marketing Senior Women's Administrator: Women's Basketball, Volleyball, Women's Soccer, Cheer, Dynastic Dance at Old Dominion University.

Laura Donato Advisor/Success Coach, Center for Major Exploration	\$48,000	6/10/23	12 mos
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Laura Donato holds a Bachelor of Science in Education and Sport Science from Coastal Carolina University and a Master of Science in Educational – Educational Leadership: Higher Education from Old Dominion University. Ms. Donato has served as an Academic Advisor & Success Coach for ODU, a Fraternity & Sorority Life Assistant Director, and Fraternity & Sorority Life Coordinator for Georgia Southern University, and as a Fraternity & Sorority Life Project Manager for ODU.

Brian Eubank Executive Director of University Licensing, Licensing Royalties	\$130,000	4/25/23	12 mos
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Brian Eubank received a Bachelor of Science in Business Administration with a concentration in Marketing from Longwood University. Prior to joining Old Dominion University, Mr. Eubank served as the Director of University Partnerships for Affinity Licensing, Sales Manager for Prince Ink, Director of Sales for Real Response, and Regional Vice President for Learfield Learning Partners (Learfield Sports).

Brandon Feldhaus Senior Project Scientist, Office of Research/VMASC (Emergency Hire)	\$75,000	6/10/23	12 mos
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Brandon Feldhaus holds a Bachelor of Scientist in Computer Science and a Master of Science in Computer Science from Old Dominion University. Mr. Feldhaus' experiences include working for the ODU Virginian Modeling, Analysis, and Simulation Center (VMAC) as a Full Stack Developer, Project Science, Graduate Research Assistant and Undergraduate Research Assistant.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Kaitlyn Gadsby Athletic Academic Advisor, Athletics (Emergency Hire)	\$45,000	5/25/23	12 mos

Kaitlyn Gadsby holds a Masters in Higher Education Administration with a concentration in Sport Administration from the University of Louisville and a Bachelor of Science in Exercise Science with a minor in Sports Management from Old Dominion University. Ms. Gadsby brings experience as an Assistant Director of Student-Athlete Services/Learning Specialist for Central Michigan University, Assistant Athletic Advisor for the University of Louisville, and Student-Athlete Academic Services Student-Worker for ODU.

Ebony Gholston Case Manager, VP Student Engagement & Enrollment Services	\$55,000	4/25/23	12 mos
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Ebony Gholston holds Bachelor of Arts in Psychology with a Trauma Certificate from the University of Missouri and a Master of Arts in Counseling from Webster University. Prior to coming to Old Dominion University, Ms. Gholston served as a Healthcare Navigator for the Virginia Beach Community Development Corporation, Family Case Manager for Forkids, Master's Level Case Manager for the BJC-Behavioral Health, and Case Manager Supportive Services for Veteran Families for the St. Patrick Center.

Gretchen Gregor Academic Coordinator and Program Manager, Department of Electrical and Computer Engineering	\$55,527	4/10/23	12 mos
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Ms. Gregor received a B.S. in Human Services with minors in Psychology and Sociology, a Certificate in Diversity Studies, and a M.S. in Education- Higher Education Leadership with a concentration in Student Affairs Administration from Old Dominion University. Prior to joining the Department of Electrical and Computer Engineering, Ms. Gregor served as the Graduate Services Coordinator for Old Dominion University's School of Nursing.

Vincent Hodges ICAR Fiscal and Program Manager, Coastal Resiliency Authority	\$70,000	4/25/23	12 mos
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Vincent Hodges received a Bachelor of Arts in Business Administration from Saint Leo University, a Master of Social Work from Norfolk State University. Mr. Hodges brings experience as a Government Contract Analyst for the United States Coast Guard and as a Certified and Awarded Air Traffic Controller and Logistician with the United States Navy. Most recently, he worked as a Housing and Environmental Justice Organizer/. New Virginia Majority for the Hampton Roads area and Internship/Clinical Social Work Intern for the Steven A. Cohen Military Family Clinic.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Saige Johnston Outreach, Recruiting, and Academic Advisor, College of Engineering and Technology	\$58,000	5/10/23	12 mos

Saige Johnston received a Bachelor of Arts in Criminal Justice with minors in Psychology and Forensic Studies and a Master of Arts in Counseling from Edinboro University. Ms. Johnston has served as a Student Success Advisor for Old Dominion University and as a Student Success Retention Coordinator for Christopher Newport University.

Ryan Kirk Admission Counselor, Undergraduate Admissions	\$41,350	4/25/23	12 mos
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Ryan Kirk received a Bachelor of Arts in Communication from Old Dominion University. He brings experience having served as an Undergraduate Admissions Counselor for Old Dominion University, Guest Services Supervisor and Lead Ticket Seller for Bretton Woods Ski Resort.

Kate Ledger Associate Vice President for Marketing & Outreach, Digital Learning (Exceptional Hire)	\$180,000	6/10/23	12 mos
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Kate Ledger holds a master's degree, Administration and Policy Studies from The University of Pittsburg and a Bachelor of Arts in Advertising and Public Relations from The Pennsylvania State University. She brings experience having served as an Assistant Vice Chancellor for Marketing, Executive Director of Marketing and Engagement, Director, Marketing Communication for the University of Pittsburg.

Erik Magner Civil Rights/Title IX Investigator, Institutional Equity & Diversity	\$80,000	4/25/23	12 mos
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Mr. Magner holds a B.A in Social sciences from the University of North Dakota and a J.D from the University of Massachusetts School of Law. Previously, he was a Government Relations Advocate Consultant and served in the United States Navy.

Samuel McDonald Coordinator for Strategic Communications and Outreach, Office of the Dean, College of Arts and Letters	\$65,000	4/10/23	12 mos
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Samuel McDonald received a Bachelor of Arts in Journalism with a concentration in English Literature from the University of North Carolina at Chapel Hill. Prior to coming to Old Dominion University, Mr. McDonald served as a Senior Writer for Media Fusion, Writer/Speech Writer at Genex Systems/ Media Fusion, and Public Relations for Genex Systems.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Donald Morison Senior Auditor, University Audit Department	\$78,894	4/25/23	12 mos

Donald “Trip” Morrison earned a Bachelor of Science in Business Administration with a concentration in Accounting & Finance from Longwood University. Prior to joining ODU, Mr. Morrison worked as an Internal Auditor for TowneBank and Audit & Tac Associate for Yount, Hyde, Barbour P.C.

Patricia Nelson Director of Financial Operations, Darden College of Education	\$70,000	5/10/23	12 mos
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Patricia Nelson received a B.S. in Accounting and B.S. in Business Administration, Finance concentration from Christopher Newport University. She brings prior experiences having served as a Controller, Hampton Structural for Howmet Aerospace, Manager for William & Mary, Executive Consultant for Power Mechanical, Inc., and Supervisor F&BS for Dominion Energy.

Kevin O’Brien Senior Project Scientist, Office of Research/VMASC (Emergency Hire)	\$75,000	6/10/23	12 mos
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Kevin O’Brien holds a Bachelor of Scientist in Computer Science from Old Dominion University. Prior to this appointment, Mr. O’Brien worked at VMASC as a Software Developer Specialist, Research Assistant and Undergraduate Research Assistant.

Jakob Petersen Student Success Advisor, Advising Administration and Academic Partnership	\$48,195	6/10/23	12 mos
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Jakob “Jake” Petersen earned a Master of Science degree in Athletic Administration from Union College and a Bachelor of Arts in Business Administration from Maryville College. Prior to his appointment to ODU, Mr. Petersen worked as a Full Time Assistant Coach/Recruiting Coordinator for Union College and also served as the Academic Success Coach for the Clinton Lumberkings Baseball team.

Tahj Scott Athletic Academic Advisor, Athletics	\$45,202	5/25/23	12 mos
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Tahj Scott received a Bachelor of Arts in Psychology from Norfolk State University and a Master of Business Administration from St. Andrews University. Mr. Scott has served as a Student-Athlete Development Coordinator and Athletic Academic Advisor for ODU. He brings experiences as the CEO/ Career Coach/Student-Athlete Development Specialist for Rise to The Occasion, LLC., Director of Athletic Academic Support/ Life Skills at Hampton University and Residence Life Coordinator/Asst. Basketball Coach for Richard Bland College.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Robert Shelton Chief of Police, Police	\$175,000	4/25/23	12 mos

Shelton earned a Bachelor of Arts in Criminal Justice from Saint Leo University and Master of Legal Studies from the Sandra Day O'Connor College of Law at Arizona State University. Shelton was recently certified as a Law Enforcement Command Executive by the Virginia Association of Chiefs of Police. He was part of an inaugural class of law enforcement executives to go through a rigorous examination of training, education, command experience and public service to receive this distinction, and the first campus police chief to be recognized with this certification. Shelton began his career with Portsmouth Police Department and has continued long ties in Hampton Roads. Starting in 2004, Shelton held numerous command positions with the department as Captain and Interim Assistant Chief of the Operations Bureau. He demonstrated commendable service in investigations, tactical operations, special operations, and uniform patrol units throughout his 28 years with the Portsmouth Police Department. Shelton then joined ODU as Captain in 2015 and has served as Interim Chief since April 2022. Since this time, he has upheld responsibility for the administration of operations for the University's police department and the highest level of safety for students, faculty, staff, and visitors through leadership and executive oversight of the nationally and internationally accredited police department.

Yolanda Spooney Senior Auditor, University Audit Department	\$87,526	4/25/23	12 mos
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Yolanda Spooney holds a PhD in Business with a concentration in Accounting from Capella University, a Master of Accountancy from the University of North Florida, Master of Science in Management from Hampton University, and a Bachelor of Science in Accounting from Cleveland State University. Ms. Spooney served as Controller/ AVP- Office of the Controller for Morehouse School of Medicine, Accounting Manager at Fort Monroe Authority and as a Certified Public Accountant for Spooney CPA and Associates.

GOVERNANCE COMMITTEE

Ms. Dickeski, chair of the Governance Committee, reported that the Committee reviewed and approved revisions to Board Policies 1441, Emeritus/Emerita Appointments, and 1463, Dismissal of Faculty From Employment Due to Financial Exigency or Discontinuance of a Program of Study or a Department of Instruction. Upon a recommendation from the Governance Committee, the following policy revisions were approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

NUMBER: 1441

TITLE: Emeritus/Emerita Appointments

APPROVED: September 28, 1972; Revised August 30, 1990; Revised April 12, 2002; Revised April 7, 2006; Revised June 13, 2008; Revised April 8, 2010; Revised December 3, 2015 (eff. 1/1/16)

I. Emeritus/Emerita Appointments for Tenured Faculty

- A. The title "emeritus/emerita" shall be granted only by the Board of Visitors. The title of emeritus/emerita is granted in recognition of dedicated and meritorious service at Old Dominion University and entitles its holders to commensurate rights and privileges.
- B. Eligibility for the titles of professor emeritus/emerita and associate professor emeritus/emerita shall be limited to full-time tenured faculty upon their retirement.
- C. Administrative officers who hold faculty rank and tenure, except for the president, may be named "emeritus/emerita" upon retirement. The Board of Visitors may in its discretion award the title of "president emeritus/emerita" to a former president upon ~~their his or her~~ retirement from the ~~u~~University or departure from the position. The president emeritus/emerita may, with the approval of the Board of Visitors, continue to serve the ~~u~~University after retirement or departure from the position. Responsibilities of the president emeritus/emerita may include teaching and consulting as well as activities that carry forward the name and reputation of the ~~u~~University.
- D. To be eligible for an emeritus/emerita appointment, a faculty member shall be recommended by ~~his or her~~ their department chair and approved by the dean, provost and vice president for academic affairs, and president, or the process may begin with the recommendation of the provost and vice president for academic affairs.
- E. Should a qualifying faculty member die before actual retirement, ~~his or her~~ their department chair may recommend ~~him or her~~ them for posthumous emeritus/emerita recognition.
- F. Each person receiving the title of emeritus/emerita with faculty status will receive appropriate recognition from the ~~u~~University.
- G. Emeritus/emerita appointments for faculty carry the following lifetime privileges:
 - 1. Use of the library as a faculty member.
 - 2. Attendance at faculty meetings (nonvoting), at receptions and at academic processions, including commencement.
 - 3. Listing in all ~~u~~University publications on the same basis as active faculty, to include department websites.
 - 4. Receipt of all ~~u~~University informational bulletins that are circulated to active faculty.

5. Attendance at lectures, concerts, athletic events, banquets, etc., ~~and~~

~~5-6.~~ ~~u~~Use of ~~u~~University facilities, including parking lots, on the same basis as active faculty.

~~6-7.~~ Office and laboratory space, or library study space, as available and on a temporary basis, but priority will be given to active faculty, staff, and students when space is limited.

~~7-8.~~ Use of the ~~u~~University's email account.

II. Emeritus/Emerita Appointments for Non-Tenured Faculty, Librarians and Administrators

A. The title of emeritus/emmerita may also be conferred on retired non-tenured faculty, administrative officers, and librarians with continued appointment of at least 10 years who have given exemplary service to the ~~u~~University and who are specifically recommended by the president and approved by the Board of Visitors.

B. To be eligible for this category of emeritus/emmerita appointment, a non-tenured faculty member, administrator or librarian shall be recommended by ~~his or her~~ their supervisor and approved by the dean and/or vice president, the provost, and the president. ~~or the process may begin with the recommendation of the relevant vice president.~~

C. Should a qualifying employee die before actual retirement, ~~his or her~~ their supervisor may recommend ~~him or her~~ them for posthumous emeritus/emmerita recognition.

D. Each non-tenured faculty member, administrator or librarian receiving the title of emeritus/emmerita will receive appropriate recognition from the ~~u~~University.

E. Emeritus/emmerita appointments in this category carry the following lifetime privileges.

1. Use of the library as a ~~u~~University employee.

2. Receipt of all ~~u~~University informational bulletins that are circulated to active employees.

3. Attendance at lectures, concerts, athletic events, banquets, etc.

~~3-4.~~ ~~and u~~Use of ~~u~~University facilities, including parking lots, on the same basis as active employees.

4-5. Use of the ~~u~~University's email account.

NUMBER: 1463

TITLE: Dismissal of Faculty From Employment Due to Financial Exigency, as Declared by the Board of Visitors, or Discontinuance of a Program of Study or a Department of Instruction

APPROVED: March 11, 1991

A. General

This policy provides for the dismissal of tenured and non-tenured faculty members. Only the Board of Visitors has the authority to dismiss faculty -from employment due to financial exigency, or the discontinuance of a program of study or department of instruction. (hereinafter referred to collectively as "Extraordinary Events"). Dismissal of faculty shall be conducted according to the procedures provided in this policy.

~~B. Authority~~

~~Only the Board of Visitors has the authority to dismiss faculty from employment due to Extraordinary Events. Dismissal of faculty shall be conducted according to the procedures provided in this policy.~~

~~B.~~ Procedures for the Dismissal of Faculty

~~1. Application~~

1. ~~A.~~—Upon the completion of the approval university procedures for a determination of financial exigency, or discontinuance of a program of study or department of instruction, the provost and vice president for academic affairs in consultation with the relevant dean and chair shall determine which faculty members, if any, in the affected programs or departments will be considered for dismissal~~receive notices of dismissal.~~

- a. The faculty considered for dismissal will be notified that they are under review for possible dismissal.

- ~~b2.~~ ~~Before deciding to issue notices of dismissal to tenured and nontenured teaching faculty,~~ The provost and vice president for academic affairs shall give due consideration to all of the following.

- ~~a.~~ ~~the~~ ~~R~~eduction of nonfaculty staff and administrators ~~and to~~

- b. Faculty reassignment in the following order: tenured faculty, tenure-track faculty, research faculty, master lecturers, senior lecturers, lecturers, clinical faculty, consistent with the retention of the integrity of the remaining academic programs.

- ~~a-c.~~ Priority for reassignment will be given to faculty with training/expertise in another program.

- ~~3e.~~ In ~~considering~~ ~~determining~~ which faculty members will receive notices of dismissal, the provost and vice president for academic affairs shall first dismiss

nontenured faculty in the affected program of study. ~~Within the categories of tenured or nontenured, a criterion based on the quality of an individual's teaching, research and service may be applied to select those to be dismissed. This policy shall not be used to discriminate against women or minorities.~~

4. The provost and vice president for academic affairs will use the following order for dismissal: Nontenured faculty – lecturers, clinical, nontenured faculty with joint appointments, research faculty, nontenured tenure-track faculty, tenured faculty.
5. The provost and vice president for academic affairs in consultation with the relevant college dean and department chair will evaluate faculty considered for dismissal on the quality and productivity for teaching, scholarship/research, and professional service in accord with the previously established departmental written standards. The evaluation will include productivity for three or more years.
- d6. In determining which tenured faculty members will receive notices of dismissal, the provost and vice president for academic affairs shall give due consideration to any recommendation made by the tenured faculty members of the department involved.
- e. ~~In the event faculty are dismissed pursuant to this policy, a position may not be offered within a program of study or department of instruction to a new candidate within the specialty of the faculty member dismissed for three years following the effective date of the dismissal without first offering to reinstate the dismissed faculty member. The offer to reinstate shall remain open for a reasonable time.~~

C2. Notice of Dismissal

1. For purposes of this policy, the academic year shall commence on the first day of classes of the fall semester and end on the date of spring commencement at the end of the second semester.
- 2a. The notice of dismissal provided to a faculty member shall be in writing and shall ~~include advise of~~ (1) the terms and effective date of dismissal, (2) the substantive reason(s) for the decision, (3) the procedures followed in arriving at the decision, and (4) the procedures ~~described herein~~ through which a faculty member may appeal ~~seek review of~~ the decision.
- 3b. The effective date for dismissal of a nontenured faculty member shall be on the expiration date of ~~their his or her~~ academic year contract. Notice of dismissal shall be provided to the faculty member as soon as possible following the decision of the provost and vice president for academic affairs to dismiss and not later than December 15 of the same academic year.
- e4. The effective date for the dismissal of a tenured faculty member shall be on the expiration date of ~~their his or her~~ academic year contract. Notice of dismissal shall be provided to the faculty member as soon as possible following the decision of

the provost and vice president for academic affairs to dismiss. In no case shall the notice be less than a full academic year.

~~d. For purposes of this policy, the academic year shall commence on the first day of classes of the fall semester and end on the date of spring commencement at the end of the second semester.~~

3D. Review Appeals

~~1a. A decision to issue a A~~ notice of dismissal to a faculty member may be appealed ~~reviewed as described in this section~~ upon the grounds that the decision was arbitrary, capricious, or upon the grounds that, in making the decision, the provost and vice president for academic affairs deviated materially from the policies and procedures of the university. The burden of proof shall be on the faculty member.

2b. If a dismissed faculty member requests a review of the decision, the faculty member shall provide a written request to the provost and vice president for academic affairs within fifteen (15) calendar days of the faculty member's receipt of the notice of dismissal. The written request shall describe, with reasonable specificity, the grounds for review.

3e. Within seven (7) calendar days after receiving the faculty member's request for review, the provost and vice president for academic affairs shall forward a copy of the request and a copy of the notice of dismissal and any supporting documents to the chair of the Faculty Grievance Committee with a request that the chair initiate the applicable procedures of the committee.

4d. The Faculty Grievance Committee must review the appeal and documents and decide if a hearing is warranted within five calendar days. If a hearing is merited, the panel must be formed and briefed within 10 calendar days of receipt of the appeal request to the chair of the grievance committee.

a. The Hearing Panel must convene and hold the hearing within seven calendar days after being briefed and provide a decision that is communicated to the chair of the grievance committee within three days.

b. The chair of the grievance committee will notify the provost and the faculty member of the Hearing Panel's decision within two days of receiving the decision.

5. Upon the conclusion of the procedures of the Faculty Grievance Committee and upon the provost and vice president for academic affairs' receipt of the committee's recommendation and report, the provost and vice president for academic affairs shall submit the materials to the president with a recommendation to accept, reject or modify the committee's decision. The president may decide to accept, reject or modify the recommendation of the provost and vice president for academic affairs as the president sees fit. If the president decides to reject or modify the recommendation of the committee, the president must provide reasons in writing, within fifteen (15) days of receipt of

the materials from the provost and vice president for academic affairs, for that decision, both to the faculty member and the Grievance Committee. Failure to do so within the time provided (unless for good cause) shall be deemed as assent to the committee's decision.

6e. If, after receiving the committee's recommendation, the provost and vice president for academic affairs decides to withdraw the notice of dismissal issued to the faculty member, the notice shall be rescinded in writing and the proceedings closed.

7f. If, after receiving the provost and vice president for academic affairs' recommendation and the materials, the president affirms the notice of dismissal or if the faculty member does not make a timely request for review by the president and/ or Board of Visitors, the president shall forward to the Board of Visitors a recommendation that the faculty member be dismissed from university employment in accordance with the terms of the notice.

E4. Consideration and Decision by the Board of Visitors

1a. During its consideration of a recommendation to dismiss a faculty member, the Board, or an appropriate committee of the Board designated by the Board (hereinafter "the Board"); shall review the record of the case including the recommendations of the provost and vice president for academic affairs, the president and the report of the Faculty Grievance Committee. The Board shall provide the faculty member (~~or his or her designated representative~~) and the president (or the president's designated representative) with an opportunity to make a written statement and if either party should so choose an oral statement. These statements shall be based upon the record of the case. The Board, in its discretion, may request additional evidence from either party, which shall be disclosed to the other party.

2b. Faculty members from the same program of study, department of instruction, or college may make a collective statement before the Board if they should so choose and if desired by the Board.

3e. After its consideration of a recommendation to dismiss a faculty member, the Board may decide to accept the recommendation to dismiss the faculty member, alter the terms of the recommendation, or decide not to dismiss the faculty.

4d. The Board shall provide written notification of its decision to the faculty member and to the president within sixty (60) calendar days of its receipt of the president's recommendation.

5e. If the Board's decision is not rendered within sixty (60) days as provided in paragraph ~~E.4.d.~~, such failure to act shall be deemed a decision not to dismiss the faculty member.

F. Future Actions

1. In the event faculty are dismissed pursuant to this policy, a position may not be offered within a program of study or department of instruction to a new candidate within the specialty of the faculty member dismissed for at least three years following the effective date of the dismissal without first offering to reinstate the dismissed faculty member. The offer to reinstate shall remain open for a reasonable time and shall be based on past performance of the faculty member.
2. Priorities for faculty reinstatement are tenured, non-tenured tenure track, research faculty, faculty with joint appointments, non-tenured faculty – lecturers, clinical.

The Committee approved a Resolution Reaffirming the Board of Visitors' Approval of Eastern Virginia Medical School's Integration into Old Dominion University. Upon the recommendation of the Governance Committee, the following resolution as approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickseski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

**RESOLUTION AFFIRMING THE BOARD OF VISITORS' APPROVAL OF
EASTERN VIRGINIA MEDICAL SCHOOL'S INTEGRATION
INTO OLD DOMINION UNIVERSITY**

WHEREAS, on December 17, 2021, the Sentara Healthcare, Old Dominion University, and Eastern Virginia Medical School signed a Memorandum of Understanding, agreeing to explore the value of aligning or affiliating their respective organizations to create an affiliated academic health center; and

WHEREAS, on July 28, 2022, Old Dominion University and Eastern Virginia Medical School signed a Memorandum of Understanding recognizing the commitment of each institution's Board of Visitors to developing a vision for co-creating a Health Sciences enterprise by fully integrating Eastern Virginia Medical School with Old Dominion University; and

WHEREAS, the Virginia General Assembly passed legislation during the 2023 legislative session transferring all property owned by Eastern Virginia Medical School to ODU and creating new Virginia Code § 23.1-2006, which states "[t]he schools and divisions previously existing as Eastern Virginia Medical School and such other academic units of the University related to the health sciences as may be identified by the board are hereby designated as the Eastern Virginia Health Sciences Center at the University."

WHEREAS, on April 12, 2023, the Governor signed the legislation, which will become effective on the date after July 1, 2023, on which the Governor and the chairmen of the House Committee on Appropriations and the Senate Committee on Finance and Appropriations provide written approval for Old Dominion University and Eastern Virginia Medical School to complete a merger to create the Eastern Virginia Health Sciences Center at Old Dominion University.

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the merger of Eastern Virginia Medical School into the University. The Board further approves and accepts all

the Eastern Virginia Medical School academic programs and all the responsibilities of the institutional sponsor of those programs. The Board authorizes the President to execute all agreements and documents and to take such other such action that is necessary to effectuate the merger.

STUDENT ENHANCEMENT & ENGAGEMENT AND DIGITAL LEARNING COMMITTEE

Ms. Allmond, chair of the Student Enhancement and Engagement Committee, reported that Dr. Brandi Hephner LaBanc, Vice President for Student Engagement & Enrollment Services, provided a briefing on Fall 2023 enrollment. She shared historical and projected Fall 2023 data related to applicants, admits, and confirmations, as well as the current yield rate for campus-based, first-time undergraduate students. Dr. Hephner LaBanc informed of challenges within the collegiate admissions landscape. She then shared preliminary details on student profiles for confirmed undergraduate students by academic level. She concluded the Fall 2023 enrollment outlook with an update on undergraduate, graduate, and international admissions' operational enhancements.

Dr. Hephner LaBanc provided information on Housing & Residence Life for 2023-2024. She shared an overview of the residential neighborhoods and their capacities, the Fall 2023 housing occupancy plan, and information on the living-learning communities and theme communities. She concluded her report by introducing the 93rd Student Government Association President, Zaria Gassaway, and Treasurer Zlatka Rebolledo Sanchez. Zaria and Zlatka shared their goals for the 2023-2024 year.

Nina Rodriguez Gonser, Vice President for Digital Learning, reported on the Fall 2023 enrollment outlook. She shared statistics on the incoming class including the number of confirmed and registered new students, highlighting that graduate registrations are up almost 75% over this point in time last year. The admissions rate and conversion to registered percentages also indicate that the work the Division is doing is having a positive impact. She shared some demographic information on the incoming students and noted how they reflect the Division's target audiences. Vice President Rodriguez Gonser provided data to illustrate the progress toward the enrollment goal as it relates to new, continuing, and projected students for the Fall. She then introduced Pam Martin, Executive Director of Enrollment Marketing, and Dave Hunt, Director of Digital Marketing and Creative Director, to share information on the use of ChatGPT for marketing.

Ms. Martin detailed the current landscape of online enrollment marketing, highlighting the need to leverage technology to accomplish multichannel outreach at scale. Mr. Hunt shared elements and capabilities of ChatGPT, noting some drawbacks to the program. He then provided examples of how ChatGPT can assist users with creating content for various topics, allowing topics to be narrowed down, to create even more relevant content. Ms. Martin and Mr. Hunt concluded their report by stressing the need for oversight and ethical marketing best marketing practices in this new arena of technological innovation.

Dr. Chysoula Malogianni, AVP for Digital Innovation, presented on the power of Artificial Intelligence and how it can help faculty, staff, and students succeed in an increasingly

digital world. She noted that AI technology can elevate us by advancing productivity and revolutionizing media production. Dr. Malogianni shared videos demonstrating how AI can make powerpoints more interactive, create images and videos from text, and create immersive 3D experiences. She concluded her report with a sneak peek of ODU's upcoming Digital Twin project.

UNIVERSITY ADVANCEMENT AND UNIVERSITY COMMUNICATIONS COMMITTEE

Mr. Decker, chair of the University Advancement and University Communications Committee, reported that Mr. Alonzo Brandon, Vice President for University Advancement, gave an update on the Capital Campaign. Fundraising progress for this fiscal year totaled \$43.7 million, broken out into \$28.6 million for the Educational Foundation and \$15 million for the Athletic Foundation. The goal for this year is \$40 million. He also reported that the Capital Campaign is currently at \$299.6 million, which represents approximately 60% of the \$500 million goals. He shared the Campaign Highlight – School of Supply Chain, Logistics and Maritime Operations Project, and the fundraising efforts to support it. He also provided an overview of the Strategic Plan and 2022 NACUBO Endowment report.

Dr. Krista Harrell, Associate Vice President for Alumni Relations, provided an Alumni Association update, including incoming Board officers and members, 40 Under 40, and Protopia, an online alumni management software.

Ms. Jaime Hunt, Vice President for University Communications and Chief Marketing Officer, gave an update on the brand campaign project, which has transitioned from the discovery phase to the research phase. Mr. Brian Eubank, Executive Director of Licensing, provided an overview of the University's licensing program. Revenue is anticipated to top a record \$250,000 for FY23.

2023 BOARD OF VISITORS SELF-ASSESSMENT SURVEY RESULTS

Ms. Dickeski, Chair of the Governance Committee, reviewed the results of the 2023 Board Self-Assessment Survey. She noted that in the past this was done at the retreat; however, she and the Rector concurred that the results should be reviewed before the Board membership changes in July. Overall, the results of the survey were very positive, with Board Committee Meetings receiving the highest score. This is attributed to Board members' participation as well as the staffing provided by the administration. One question that included "strongly disagree" responses was about knowledge of student experiences and needs. At the retreat in August, the Rector led a conversation about what areas the Board feels it should focus on in the coming year and student engagement was at the top of the list. Since then, there has been great momentum in this area thanks to President Hemphill and his team.

Ms. Dickeski pointed out other areas receiving high scores, including the approachability of Board leadership and comfort in providing the President with counsel and support. The comments indicate strong support of the two-day Board meeting model, particularly the opportunity to socialize and to get to know each other better. She concluded her report by stating that the opinion of all Board members is important, and she hopes to have 100% participation in the next survey. It will be set up so that she will be able to follow up with Board members who have not participated.

Rector Bradley said that the Board will discuss the survey results at the retreat in August and identify one or two key areas of focus for the upcoming academic year. The Rector asked Donna to resend the survey results in advance of the retreat. He also commented that the two-day Board meetings allow Board members to attend all of the committee meetings and to learn a wealth of information about what is going on at the University.

FINANCIAL UPDATE – OPERATING BUDGET & TUITION PROPOSALS

Chad Reed, Vice President for Administration & Finance and Chief Financial Officer, provided a financial update, noting \$358.9 million of the \$365 million E&G revenue budget has been collected and 90% of the revenue has been expensed with one remaining payroll for the fiscal year as well as some larger, one-time expenses. All other categories are tracking well, and the year will end with a healthy contribution to auxiliary reserves.

Vice President Reed presented the proposed operating for fiscal year 2024. A \$632 million revenue budget is proposed. Even with the 4.8% tuition increase approved in April, he described how a \$7.3 million budget gap will be closed through reallocations and \$3.5 million in one-time resources to balance the budget. He also shared adjustments that would be made should the General Assembly approve a new budget and allocate additional resources to the institution.

At the conclusion of his report, Vice President recognized Adam Henken, who is new to ODU from the Department of Planning & Budget and was instrumental in projecting revenues and expenditures for the development of the proposed operating budget.

Mr. Middleton asked the President if he had received any response to his letter to the Secretary of Education regarding the budget. President Hemphill said he saw Secretary Guidera last week and she was very gracious, thanked him for the letter, and looks forward to further discussions. She commented that the letter was comprehensive and enlightening, and she understands the position of the University. She will be visiting campus at a future date to be determined. The President was also asked about the General Assembly's position on tuition and fees and he said that not much has changed. Annie Gibson added that there is more recognition that institutions of higher education have been good stewards of its financial resources and a greater understanding of the authority of the individual Boards of Visitors to make fiduciary decisions for their respective institutions. More should be known in about a week.

The following resolution was brought forth as a recommendation of the Administration and Finance Committee and was approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

RESOLUTION APPROVING THE 2023-2024 OPERATING BUDGET AND PLAN

BE IT RESOLVED, that upon the recommendation of the President and the Administration and Finance Committee, the Board of Visitors approves the proposed 2023-2024 Operating Budget upon enactment of an Amended Commonwealth Budget for the 2022-2024 Biennium.

OLD DOMINION UNIVERSITY						
FY24 Proposed Operating Budget and Plan						
				FY2023 – 2024 Budget		
Dollars in Millions	Current Operating Budget	Technical Adjustments	Adjusted Base Budget	Base Adjustments	One-Time Adjustments	Total Proposed Budget
Educational and General Programs						
<u>Resources</u>						
GF	180.56	0.00	180.56	7.76	0.00	188.32
T&F	154.83	0.00	154.83	9.29	0.00	164.13
All Other	<u>30.20</u>	<u>(28.11)</u>	<u>2.09</u>	<u>0.00</u>	<u>0.00</u>	<u>2.09</u>
Total	365.59	(28.11)	337.48	17.05	0.00	354.53
<u>Expenditures</u>						
Instruction, Research & Academic Support	<u>(219.68)</u>	6.21	<u>(213.47)</u>	<u>(13.96)</u>	0.00	<u>(227.43)</u>
All Other Programs	<u>(145.91)</u>	<u>21.90</u>	<u>(124.01)</u>	<u>(7.84)</u>	<u>0.00</u>	<u>(131.85)</u>
Total	(365.59)	28.11	(337.48)	(21.80)	0.00	(359.29)
<u>Reallocations</u>						
Base				1.26		1.26
One-time				<u> </u>	<u>3.50</u>	<u>3.50</u>
Total				1.26	3.50	4.76
Net	0.00	(0.00)	0.00	(3.50)	0.00	0.00
Student Financial Assistance						
Revenue	105.24	(1.00)	104.24	14.30	0.00	118.54
Expenditures	<u>(102.24)</u>	<u>0.00</u>	<u>(105.24)</u>	<u>(13.30)</u>	<u>0.00</u>	<u>(118.54)</u>
Net	0.00	(1.00)	(1.00)	1.00	1.00	0.00
Sponsored Program						
Revenue	26.72	(0.88)	25.84	0.00	0.00	25.84
Expenditures	<u>(26.72)</u>	<u>0.88</u>	<u>(25.84)</u>	<u>0.00</u>	<u>0.00</u>	<u>(25.84)</u>
Net	0.00	0.00	0.00	0.00	0.00	0.00
Auxiliary Enterprises						
Revenue	137.61	(16.23)	121.38	2.64	0.00	124.01
Expenditures	<u>(117.27)</u>	<u>5.13</u>	<u>(112.14)</u>	<u>(2.14)</u>	<u>0.00</u>	<u>(114.28)</u>
Net	20.34	(11.11)	9.24	0.50	0.00	9.74
Gifts and Discretionary						
Revenue	10.40	(0.80)	9.60	0.00	0.00	9.60
Expenditures	<u>(10.40)</u>	<u>0.80</u>	<u>(9.60)</u>	<u>0.00</u>	<u>0.00</u>	<u>(9.60)</u>
Net	0.00	0.00	0.00	0.00	0.00	0.00
Total University						
Revenue	645.56	(47.02)	598.55	33.98	0.00	632.53
Expenditures	<u>(625.22)</u>	<u>34.92</u>	<u>(590.30)</u>	<u>(37.24)</u>	<u>0.00</u>	<u>(627.54)</u>
Reallocations				<u>1.26</u>	<u>3.50</u>	<u>4.76</u>
Net	20.34	(12.11)	8.24	(2.00)	3.50	9.74

Vice President Chad explained the need for a resolution from the Board stating its commitment to continued funding for the School of Medicine and School of Health Professions once the

ODU/EVMS merger takes place. The following resolution was brought forth as a recommendation of the Administration and Finance Committee and was approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

**RESOLUTION BY THE OLD DOMINION UNIVERSITY BOARD OF VISITORS
TO ENSURE THE SCHOOL OF MEDICINE AND THE SCHOOL OF
HEALTH PROFESSIONS HAVE THE ONGOING FUNDING NECESSARY
TO ADVANCE ITS MISSION**

WHEREAS, Old Dominion University and the Eastern Virginia Medical School have jointly agreed to merge and create the Eastern Virginia Health Sciences Center at Old Dominion University (anticipated January 1, 2024);

THEREFORE, BE IT RESOLVED, the Board of Visitors of Old Dominion University formally commits to ensuring that the School of Medicine and School of Health Professions receive the necessary funding and support to advance their educational, clinical, and research missions; and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University is fully committed to the success of its School of Medicine and School of Health Professions; and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University recognizes funding the School of Medicine and School of Health Professions represents an ongoing commitment.

Rationale: This resolution satisfies the LCME evidentiary requirements for a commitment to fund the medical school post-integration.

The Rector suggested that the Board receive a primer on what it is like for a Board to oversee a medical institution as well as an academic institution like Old Dominion University at its meeting in December. Mr. Broermann added that we may want to invite President Abuhamad or his designee from EVMS to participate.

Vice President Reed presented to the Board two changes to the FY2024 tuition & fees that the Board had approved in April. The first is to remove the 4.8% increase to the rate for active-duty military personnel, reducing the proposed rate from \$253 to \$250, which equals the amount reimbursed by the Federal government. The second change is to increase the rates for online learning outside of Virginia by 4.7%, or \$426 per credit hour for undergraduate students and \$623 per credit hour for graduate student. Vice President Gonser supports this change as the increase will ensure the rates are market competitive and will not create any impact to in-state students' rates. The following resolution was brought forth as a recommendation of the Administration and Finance Committee and was approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

APPROVAL OF 2023-2024 TUITION AND FEES

WHEREAS, §4-2.01.b (Higher Education Tuition and Fees) of the 2022 Acts of Assembly, Chapter 2 states:

2. a) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

b) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all nonresident student groups based on, but not limited to, competitive market rates, provided that: i) the tuition and mandatory educational and general fee rates for nonresident undergraduate and graduate students cover at least 100 percent of the average cost of their education, as calculated through base adequacy guidelines adopted, and periodically amended, by the Joint Subcommittee Studying Higher Education Funding Policies, and ii) the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

8. a) 1) Except as provided in Chapters 933 and 943 of the 2006 Acts of Assembly, Chapters 594 and 616 of the 2008 Acts of Assembly, Chapters 675 and 685 of the 2009 Acts of Assembly, and Chapters 124 and 125 of the 2019 Acts of Assembly, mandatory fees for purposes other than educational and general programs shall not be increased for Virginia undergraduates beyond three percent annually, excluding requirements for wage, salary, and fringe benefit increases, authorized by the General Assembly. Fee increases required to carry out actions that respond to mandates of federal agencies are also exempt from this provision, provided that a report on the purposes of the amount of the fee increase is submitted to the Chairmen of the House Appropriations and Senate Finance and Appropriations Committees by the institution of higher education at least 30 days prior to the effective date of the fee increase.

b) This restriction shall not apply in the following instances: fee increases directly related to capital projects authorized by the General Assembly; fee increases to support student health services; and other fee increases specifically authorized by the General Assembly.

WHEREAS, Old Dominion University developed the 2023-2024 Tuition and Fees recommendation with consideration of the economic outlook for Virginia and the region, the labor market, potential legislative actions, conservative enrollment planning, and balancing affordability with the need to address mandatory cost increases and core operating infrastructure needs, investments in strategic initiatives, and the recruitment and retention of faculty and staff.

THEREFORE, BE IT RESOLVED, the Board of Visitors of Old Dominion University approves the revised 2023-2024 Tuition and Fees outlined in Table 1 below.

Table 1: 2023-24 Tuition and Mandatory Fees (Revised)

Per Credit Tuition Rates	In-State	Out-of-State
Undergraduate*	\$393	\$1,073
Graduate*	\$599	\$1,439
<i>Norfolk Campus, Higher Ed Centers, Distance Learning Locations within Virginia</i>		
<i>*The per credit hour rate includes the auxiliary Student fee of 140 per credit</i>		
Military Rate	\$250	\$250
Undergraduate	\$426	\$426
Graduate	\$623	\$623
<i>Distance Learning Locations outside of Virginia</i>		
Semester Fees		
General Service Fee	\$9	\$9
Student Health Fee	\$160	\$160
Transportation Fee	\$63	\$63
ID Card Fee	\$4	\$4
Room and Board (Academic Year)		
Standard Freshman Housing	\$7,422	\$7,422
Standard Freshman Meal Plan	\$5,941	\$5,941

MOTION FOR CLOSED SESSION

The Rector recognized Ms. Dickeski, who read the following motion: “Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Section 2.2-3711(A), subsections (1) and (6), for the purposes of discussing the appointment of specific employees and appointees; and the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the University would be adversely affected. The motion was seconded and approved by roll-call vote (*Ayes: Allmond, Bradley Broermann, Corn, Decker, Dickeski, Jones, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

In addition to the Board members in attendance, President Brian Hemphill asked his Cabinet members to remain for the first portion of the closed session.

RECONVENE IN OPEN SESSION AND FOIA CERTIFICATION

At the conclusion of Closed Session, the Rector reconvened the meeting and the following Freedom of Information Act Certification was read: “Any person who believes that the Board discussed items, which were not specifically exempted by law or not included in the motion, must now state where they believe there was a departure from the law or a departure in the discussion of matters other than that stated in the motion convening the closed session. I shall now take a roll call vote of the Board. All those who agree that only lawfully exempted matters and specifically only the business matters stated in the motion convening the closed session were discussed in closed session say “aye.” All those who disagree say “nay.” The certification was approved by roll-call vote (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*). (NOTE: Ms. Jones was present during part of the closed session but left the meeting before the certification vote was taken.)

The Rector presented the following resolutions and made a motion for approval. The motion was seconded by Mr. Pitts and the motion was approved by all members present and voting. (*Ayes: Allmond, Bradley, Broermann, Corn, Decker, Dickeski, Kemper, Middleton, Mitchum, Mugler, Pitts, Slaughter; Nays: None*).

AUTHORIZATION OF COMPENSATION ADJUSTMENT

Now Therefore Be it Resolved, that upon the recommendation of the Executive Committee and based on President Brian O. Hemphill, Ph.D.’s exemplary performance during the 2022-2023 academic year leading Old Dominion University, the Board of Visitors hereby approves the compensation adjustments under the terms and conditions discussed by the Board in closed session, which shall be reflected in the Third Amendment to President Hemphill’s contract.

AUTHORIZATION OF PAYOUT FOR PART 2 (SPRING) AND ONE-TIME INCENTIVE PAYMENT

Now Therefore Be it Resolved, the Board of Visitors hereby approves payment as part of President Brian O. Hemphill’s 2022-2023 annual performance plan, as discussed in closed session on August 22, 2023, with the first progress report provided on December 9, 2022, and the second progress report provided on June 16, 2023, and that said plan pursuant to Sections D.2. and E. of President Hemphill’s employment agreement, as amended, is considered a personnel record. The Board also approves an incentive payment as discussed in closed session.

With no further business to discuss, the meeting was adjourned at 12:29 p.m.