

**OLD DOMINION UNIVERSITY
BOARD OF VISITORS RETREAT**

August 24-24, 2023

MINUTES

The Board of Visitors of Old Dominion University held its annual retreat on August 24-24, 2023, at The Cavalier Hotel in Virginia Beach, Present from the Board:

R. Bruce Bradley, Rector
Susan Allen
Robert S. Corn
Jerri F. Dickseski
Dennis M. Ellmer
Larry R. Hill
Andrew Hodge
Brian K. Holland
Kay A. Kemper
E.G. Middleton, III
Elza H. Mitchum
Juan M. Montero II, MD
Ross A. Mugler
P. Murry Pitts
Maurice D. Slaughter
D.R. Wyatt

Absent from the Board: Toykea S. Jones

Also present: Brian O. Hemphill, President
Annamarie Ginder
Donna Meeks
Ashley Schumaker

WELCOME AND OPENING REMARKS – RECTOR R. BRUCE BRADLEY ‘78

The Rector called the meeting to order at 9:02 a.m. He called on President Hemphill who announced that a state budget agreement was reached by the House and Senate last night and he anticipates that the Governor will call the General Assembly members back to Richmond after September 1 for a vote. The Rector read a thank-you note he received from Yvonne Allmond and welcomed the four new Board members, noting that it is an exciting time to be a part of Old Dominion University when President Hemphill’s work on the EVMS merger is coming to fruition. He also noted the University’s initiatives in supply chain, maritime, and resilience that take advantage of Hampton Roads’ unique environment, the growth of the Cybersecurity program, the new School of Data Science, the R1 Carnegie classification, and the move to the Sun Belt Conference in Athletics. At the end of last year’s retreat, the Board identified student success as its number one focus for the upcoming year; the Board will receive an update on the progress in this area during the retreat.

The Rector highlighted two quotes from the book sent by President Hemphill for later discussion. The first, from Chapter One is, “What are the foundational traits of a successful institution? First and foremost, the right leadership is an absolutely essential piece of moving an institution from survive to thrive.” Another quote says, “The most important function of the board is to find the best possible and most experienced and visionary president and let the president manage and advance the college.” This is where we are today. It is a good reminder, though, that our role as a board is not to run the institution, but to support President Hemphill.

The Rector commented that change in higher education is coming at a much faster pace these days. Three related topics on the agenda for deeper discussion include Name, Image, and Likeness in Athletics, Artificial Intelligence, and Diversity, Equity and Inclusion. He noted that ODU students come from 90 different countries and are comprised of 45% Caucasian, 29% African American, 9% Latino, and 5% Asian. Diversity makes us a more vibrant and successful campus and enhances the educational experience for our students. He cited an article from the *Chronicle of Higher Education* written by UVA’s president stating that “efforts to promote diversity, equity, and inclusion on college campuses are increasingly under fire.” A presentation on student success and an update on the Strategic Plan are also on the agenda and the Rector encouraged everyone to engage in the conversation.

In Article I of the Board’s Bylaws, the first sentence reads, “As the body responsible for the University, the Board of Visitors’ focus shall be on student success...” Some good progress has been made in that area, however, significant improvement in graduation rates, retention rates and admission practices will take time. At the end of the session tomorrow, the Board will review the results of the self-assessment and discuss suggestions for how the Board operates, and then the same question as last year will be posed: What is the one thing that this Board should focus on in the coming year. To get everyone started, he suggested four things to consider: how to create a culture of entrepreneurship, growing the endowment, improving the quality of teaching, and the successful integration of EVMS into Old Dominion University. After sharing other ideas, he will ask the Board to vote on what they believe to be the top focus for the upcoming year.

APPROVAL OF MINUTES OF JUNE 16, 2023, BOARD OF VISITORS MEETING

The Rector asked for approval of the minutes of the June 16, 2023. Upon a motion by Mr. Mugler and seconded by Mr. Pitts, the minutes were approved by all members present and voting (*Allen, Bradley, Corn, Dickseski, Ellmer, Hill, Hodge, Holland, Kemper, Middleton, Mitchum, Montero, Mugler, Pitts, Slaughter, Wyatt*)

NEW BOARD MEMBER INTRODUCTIONS

The Rector welcomed new Board members Susan Allen, Andrew Hodge, Juan Montero, and Rick Wyatt. Each introduced themselves and then the remaining Board members and administrators introduced themselves.

A YEAR IN REVIEW – PRESIDENT BRIAN O. HEMPHILL, PH.D.

President Hemphill shared the major milestones of this past year, including:

- Creation of stand-alone divisions in Digital Learning and University Communications
- Membership in the Sun Belt Conference
- Kick-off of Capital Campaign
- Approval of the 2023-2028 Strategic Plan
- Reaffirmation of Accreditation
- Continued progress on Integration with EVMS

Areas of significant success include:

- Federal presence with an office in Washington, DC
- VMASC 25th Anniversary
- Football home opening win against Virginia Tech
- Monarchs Give Back
- School of Data Science
- Research Institute for Digital Innovation in Learning (RIDIL) launch
- Hampton Roads Biomedical Research Consortium headquarters grand opening
- Inaugural Maritime Symposium
- First-ever Budget Summit
- Spring Commencement
- Maglev demolition
- Health Sciences Building construction
- Championship effort in Intercollegiate Athletics

President Hemphill presented an overview of the national landscape of higher education. First, the value proposition, which is the concern that students, parents, legislators and others are having with the value of a college degree with increased student loan debt and skyrocketing tuition as well as declining state support. The enrollment cliff has also impacted higher education. A recent article in *The Chronicle of Higher Education* discusses how flagship institutions are growing while enrollment in regional institutions is declining, and there are also flagship institutions that are also facing enrollment declines and deficits such as West Virginia University, Rutgers, and Penn State.

The enrollment cliff has already hit the midwest and northeast significantly, with institutions almost identical to Old Dominion (The University of Akron, Wright State, Eastern Michigan, Central Michigan, and Northern Illinois) experiencing significant enrollment declines. At each of these institutions, a decision was made to reduce the admission standards in an effort to increase enrollment and fill the budget gap. At Old Dominion University, however, a strategic decision was made last year to increase admissions standards and lower admit rates from a high of 96% in 2021, resulting in a 6% decrease in the admit rate for the current academic year, which has resulted in increased retention rates. ODU established the Pathway Partnership Program with Tidewater Community College to enable students who successfully complete their first year at TCC to be automatically enrolled at ODU to complete their degree.

In his meetings with faculty, he emphasizes that there is a reason that the budget summit was held to generate ideas for efficiencies, innovation, and revenue generation. He also stresses that \$25

million has been invested in the accomplishing the goals of the new Strategic Plan and reminds them of the importance of the merger with EVMS to add prestige and increased enrollment to the institution. Administrative and personnel changes have been made and new units and schools have been established as a means to avoid what has happened to the other institutions noted.

At the conclusion of the President's report, the Rector reiterated that data show that the focus on student success is a multi-year approach and the needles will not move in just a year.

BOOK DISCUSSION

Austin Agho, Provost and Vice President for Academic Affairs, and Wood Selig, Director of Athletics, led the Board in a discussion of the book, *Entrepreneuring the Future of Higher Education: Radical Transformation in Times of Profound Change*, by Mary Landon Darden. The main points of this book are that "it is essential for colleges and universities to develop new revenue streams; make innovation and entrepreneurship part of the culture; and partner with business, industry, government, and more to better meet the needs of society, students, and the workforce."

The following questions were posed to the Board:

1. Based on the information presented by the author, what do you see as the most critical challenges facing higher education today? Are there parallel lessons we can learn from business and industry?
2. The author states that "Colleges and universities are simply structurally and hierarchically not built for ongoing or rapid change." Do you agree with this statement? Is this an accurate characterization of the current state of things in higher education?
3. The author states that "Organizational change is a life-or-death proposition for many institutions today and will likely dramatically increase both in necessity and degree as we continue to live through the profoundly escalating change roiling society." Based on your insight and experience, what do you see as the primary reasons why people may resist change?
4. From your perspective, what do you think universities can do to communicate the urgency and imperative for cultural and organizational change and incentivize faculty and staff to embrace change, innovation, and entrepreneurship?"
5. Where do you see opportunities for entrepreneurship and innovation in higher education?
6. What do you see as the major takeaway from this book?

NAME, IMAGE, AND LIKENESS (NIL) AND COLLECTIVES: THE FUTURE OF COLLEGE ATHLETICS

Before introducing the guest speaker, President Hemphill shared a short video created by the Sun Belt Conference, noting the benefits of having moved to the Conference. Dr. Selig added that with the conference realignment, it could not have been a better move at the right time. Everyone is pleased with the geographical footprint of the conference, proximity to the other schools, and the level of competition.

The President and Dr. Selig introduced Kevin Lennon, NCAA Vice President for Division I Athletics, who provided an overview of the current state of college athletics and how the issue of Name, Image, and Likeness has emerged in the last several years and is being used in ways that were not initially anticipated. College athletics has become a big business with many complexities, and more is being asked of institutions in order to meet the needs of the 21st century student-athlete. Federal engagement is necessary to create one set of rules across all institutions, preempting state law, and to create a special status for student-athletes so they are not considered employees of the institutions they represent. Another issue is the litigation that has evolved with former student-athletes seeking remuneration that they would have earned had an NIL been available when they were in college. The impact of the recent Supreme Court ruling has also impacted the current environment. The main focus of the NCAA is to protect the student-athlete as much as possible.

Areas of focus include implement “new” holistic model to support student athletes; NIL/consumer protections; implications of increasing financial gap within Division I; transfer; infractions/accountability; mental health and sports wagering; and officiating and athletic trainer shortage.

A discussion followed on the implications of the transfer portal. Dr. Selig announced that a group of individuals have come together to start a Collective on behalf of ODU student athletes and will be working with Charitable Gift America, does all the receipting and provides compensation to the student athlete and includes a 5% contribution to the charity by the student athlete. As of now, any gift to this collective is considered tax deductible because of the way it is structured. This could change if the NCAA and Congress produce a model that is more transparent. Dr. Selig reminded Board members that the Collectives is run outside the purview of the University and Foundation. There was consensus among the Board members that active Board members should not be a board member of a collective. The Rector suggested that this be added to the Board’s Bylaws.

RETENTION: A ROADMAP FOR STUDENT SUCCESS

Brandi Hephner LaBanc, Vice President for Student Engagement and Enrollment Services, provided an overview on retention, sharing definitions, influences, and data. She clarified the difference between persistence and progression, the former a continuance in a course of action and the latter advancing. She shared ODU’s current retention rates among various demographics and a comparison with Virginia doctoral institutions. She also shared retention and persistence rates over time and trends in student progression by level. She also shared data on graduation rates.

Dr. LaBanc then shared University’s current programs in support of the students, including admissions & onboarding; Welcome Week & the Monarch Experience; Family Weekend; targeted support throughout the semester; the Center for Major Exploration & Mane Connect Success Coaching; Counseling Services; Office of Educational Accessibility; the Male Achievement Initiative; Career Development Services; Monarch Pantry; and Student Outreach Services. Efforts across the University include analysis of data systems; Banner upgrade/CRM investment; Retention, Progression, and Graduation Committee; Academic Success Center; Center for Advising Administration & Academic Partnerships; Internship and Co-op Office; College advising centers; and accounts receivable holds lift initiative. Consideration is also being given to revise policies and practice related to academic probations & academic suspensions; administrative withdrawals; withdrawal dates; and declaration of major by 60 credits.

Initial thoughts regarding where we are in terms of building a roadway for success are that the process resulted in more questions than answers; retention is “everybody’s job” and nobody’s job; systematically focus on data to prioritize efforts; outcomes determine future investments; and this is a road trip, not an errand. The Roadmap includes ODU’s Strategic Plan; the Student Success innovation team; the National Institute of Student Success; and Data, System, & Innovations. The Drivers include Student Engagement & Enrollment Management; Academic Affairs; Digital Learning; Administration & Finance; Development; and students and parents.

For the drive ahead, Vice President LaBanc cited the following strategies for completion of the first year: admissions practices and financial aid strategies, including assessment and outcomes of initial changes and in the area of affordability, continue commitment to access and become competitive in the high ability (merit) space; student communication journey; and comprehensive & coordinated first year experience, including lead vs. lag measures (eventually allow for robust predictive models), onboarding changes (from confirmation through semester one), and fuller engagement of parents.

Efforts to improvement engagement and belonging include the “One Stop Shop” model with use of CRM and AI and master planning possibilities; identify seminal engagement and enact early alerts with class attendance alerts, mid-term grades and creation of a “bucket list” for students to pursue; and student at-risk communities and assess current efforts for first-gen, Pell, male and other students and high DFWI courses.

ADMISSIONS POLICY DISCUSSION

The Rector called to attention the letter from Secretary of Education Aimee Rogstad Guidera to University Presidents, Chancellors, Superintendents and Rector regarding the recent Supreme Court decision regarding the use of race in college admissions. She reminded Boards of “the indispensable role” they play in setting admissions policies for their respective institutions. She also instructed Boards to meet to finalize admissions policies and confirm that the policies are consistent with the Supreme Court rulings. Chief of Staff Ashley Schumaker said that she and Al Wilson are drafting a response. President Hemphill noted that maybe only three schools (UVA, Virginia Tech, and William and Mary) may be impacted by this ruling, while the others, including ODU, will not.

ARTIFICIAL INTELLIGENCE (AI): THE NEW NORMAL

Nina Rodriguez Gonser, Vice President for Digital Learning discussed the impact of Artificial Intelligence on higher education. Also presenting with her was Kate Ledger, Associate Vice President for Marketing and Outreach, and Dr. Chrysoula Malogianni, Associate Vice President for Digital Innovation. They discussed the vast possibilities and inherent challenges AI brings to higher education. She noted that questions have arisen about the balance between man and machine and emphasized that automation is not about replacing but enhancing and making processes more efficient. In integrating AI into higher education, there is a need to discern which tasks can be automated and which ones require the human touch and human interaction. As educators, we must ensure that the tools deployed serve every student fairly.

Ms. Ledger discussed AI's impact on the administrative aspects of higher education, and how it is being used in marketing; admissions; advising and retention; financial aid and budgeting; and student affairs at other institutions. She also noted the danger of deepfakes with AI, as well as legal implications with data security, privacy and bias. But when used thoughtfully, it will elevate roles by freeing staff members from perfunctory, time-consuming, and low-return work, allowing them to focus instead on higher level, mission-aligned effort.

At the request of President Hemphill, Ms. Ledger explained the University's implementation of Salesforce and Marketing Cloud GPT, which is anticipated to go live in February for ODU Global and other areas of the campus. President Hemphill noted that the University currently has several systems that do not communicate with each other, but the implementation of Salesforce will solve many of these issues, will communicate with Banner (the University's ERP), and result in cost savings.

Dr. Malogianni discussed AI as the next leap in educational evolution. She shared AI principles and forms of AI, and how it can be used to enhance the educational process with personalized learning, smart content creation, accessibility and efficiencies, and AI literacy. She also discussed the educational uses of Generative AI in teaching and learning, teaching enhancement, and research and addressed concerns that many have that AI will replace educators, noting that AI is an enhancement and not a replacement.

RECESS

Before recessing for the day, the Rector announced that there is a need for a closed session at the beginning of tomorrow's session so the meeting will convene at 8:00 a.m.

The meeting recessed at 4:00 p.m. on August 24.

RECONVENE

The meeting reconvened at 8:00 a.m. on August 25, 2023.

MOTION FOR CLOSED SESSION

The Rector called on Ms. Dickeski, who made the following motion, "Mr. Rector, I move that this meeting be convened in closed session, as permitted by Virginia Code Section 2.2-3711(A), subsections (1), (6), and (7) for the purposes of discussing the assignment, appointment, and performance of specific employees; 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; and consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probably litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the University. The motion was properly seconded and approved by roll-call vote (*Allen, Bradley, Corn, Dickeski, Ellmer, Hill, Hodge, Holland, Kemper, Middleton, Mitchum, Montero, Mugler, Pitts, Slaughter, Wyatt*).

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 (*Allen, Bradley, Corn, Dickeski, Ellmer, Hill, Hodge, Holland, Kemper, Middleton, Mitchum, Montero, Mugler, Pitts, Slaughter, Wyatt*).

DIVERSITY, EQUITY, AND INCLUSION (DEI): THE CHANGING LANDSCAPE

September Sanderlin, Vice President for Human Resources, Diversity, Equity, and Inclusion; and Dr. Veleka Gatling, Assistant Vice President for Diversity and Inclusive Excellence, reported on the University’s efforts in diversity, equity, and inclusion (DEI). Vice President Sanderlin emphasized that DEI is every Monarch’s responsibility and is founded in the University’s Strategic Plan and the Monarch Plan for Inclusive Excellence. She shared the various offices on campus that aid and support for students as well as for faculty and staff.

The Office of Academic Affairs is dedicated to systematically building and maintaining a culture of inclusive excellence that values and embraces diverse faculty with several programs and initiatives on faculty retention and recruitment. The Diversity and Inclusive Excellence staff, through the Monarch Task Force on Inclusive Excellence, provides the campus with a multitude of ways to discover the value of diversity and inclusive excellence at ODU and in the community with several community and Commonwealth partners.

Vice President Sanderlin shared that August is National Civility Month, which ties in with DEI initiatives. The Monarchs ACE Civility program stands for being Aware, Cultural Competence, and being Engaged. ODU has many professional development opportunities not only in August but throughout the year that support civility. She emphasized that the root of all conflict is a conversation that has not been had. Dr. Gatling shared some of the resources available to support DEI and civility, including the Guide to Constructive and Inclusive Dialogue developed by the Virginia Center for Inclusive Communities, and the Inclusive Monarch program will be launched in October. In addition to the opportunities that are available, mandatory training is required for employees, including Title IX training, new hire training, and search committee training.

Vice President Sanderlin then led the Board through an exercise that defines the characteristics or experiences that have most influenced the way they see the world and then described the concept of Intersectionality. She shared data from McKinsey & Company on diversity in corporate leadership noting that the business case for diversity in executive teams remains strong.

Vice President Sanderlin described the organization and function of the Department of Institutional Equity and Diversity, noting that it is a marriage between compliance and organizational culture. She shared compliance requirements and University policies that provide a framework for compliance, as well as Federal contractor mandates and the role the Commonwealth’s Division of

Human Resource Management (DHRM) plays in tracking employees and veterans with disabilities, noting that ODU met its goal for FY 2023. She also reported on expected new regulations to Title IX as they relate to due process and athletics and said that the results of the elections may impact the new regulations.

SPRING 2023 STRATEGIC PLANNING PROGRESS UPDATE

Ashley Schumaker, Chief of Staff and Vice President for Strategic Operations, provided a Spring 2023 Strategic Planning Progress Update. She said that the President Hemphill was very consistent in his messaging to everyone that was involved that we have a plan, that it is measurable, and it is actionable. Equally important is that it be a transparent process. Her report today is an overview of what the Board will receive on a regular basis every fall and spring in addition to special reports at the mid-point in Summer 2025 and the final report in Summer 2028.

Spring updates will focus on activities, initiatives, programs and fundraising totals. Fall updates will focus on projected vs. actual student enrollment (including online), projected vs. actual student outcomes (retention and graduation rates), and research funding.

She shared the focal areas of the plan, including academic excellence; branding, marketing, and communication; corporate/community partnerships and economic development, philanthropic giving and alumni engagement; research growth; strategic enrollment growth; and student engagement and success, and the number of goals and strategies related to each. She noted that 81 of the 103 strategies are being worked on in the spring and a pledge was made to the campus community that 15 of those will have made significant progress by then.

Ms. Schumaker reviewed the collection and reporting timeline and shared the current progress and a look ahead for each of the focal areas. She noted that the report will be distributed to the campus community on August 28 with the President's Fall 2023 welcome message to students, faculty, and staff and will be posted to the website. She also noted strategies in place to refine the online system, expand the report output, and add an overarching status field to declare if a strategy is not started, in progress, or complete.

BOARD SURVEY REVIEW AND DISCUSSION ON KEY AREAS OF FOCUS FOR THE COMING YEAR

Part One – Survey Results Discussion – The Rector thanked Jerri Dickeski and Donna Meeks for overseeing and implementing the survey, the results of which were distributed as a handout. He said he has two objectives for the review of the survey results: one, suggestions on how this Board can operate more efficiently and effectively, and, two, identify the most important areas of focus for the coming year. He added that only 13 of the 17 Board members completed the survey, so there will be a push next year to get 100% participation. Jerri Dickeski added that the survey had been set up for anonymous responses, but a change will be made so that we can identify and follow up with any who do not respond to next year's survey.

The Rector reviewed the five six major components of the survey and noted that they all scored a 4 or above. He shared some of the comments that were received, the first is requesting more interaction with the Alumni Association and head of the Faculty Senate at board meetings, and the

second is a desire to better understand the concerns and needs of the student body. He suggested that one way to increase interaction with the faculty, alumni and students is to include them on the agenda for each of the standing committee meetings, as appropriate. Ms. Dickeski agreed as long as it is clear that it is an informational opportunity as opposed to anticipating action by the Board. President Hemphill said that the Educational Moment at each of the Board meetings is a good avenue for this interaction as well as receptions, for example, with student researchers and their faculty advisors. The Board already has faculty representatives on each of its standing committees to engage with the Board.

Following discussion, the Rector suggested that at two of the four quarterly meetings, we do a session with students and one with alumni, further suggesting that the student climate survey be presented at the next Board meeting. President Hemphill agreed and noted that the Board meeting schedule is structured such that no two meetings are held concurrently so all Board members are able to attend all meetings.

The Rector stated that with Brian's arrival at the University, an event is scheduled for each first day evening of the two-day Board meeting as a way to create more camaraderie among Board members. The President also suggested holding more informal receptions with students on some of those evenings, for example, inviting student researchers to share information on their research projects.

The Rector asked for any suggestions for changes to the format of the retreat for next year.

Key Areas of Focus – The Rector led a discussion on the key areas of focus for the University for the upcoming year. He noted that Student Success was identified as the most key area of focus for the current year and acknowledged that progress has been made but there is still a long way to go.

After going around the room and asking each Board member what they consider the key areas of focus should be for the upcoming year, a vote was taken and there was consensus that the integration with EVMS should be the top priority among the list below.

- ODU/EVMS Integration
 - Educational aspect – what it means to have a medical school
 - Talking points (Elevator Speech)
 - Look at every touchpoint to further brand
 - Metrics of success
 - Governance structure/training (December meeting)
 - Bylaws update
- Branding and Marketing
- Real Estate Acquisitions/Master Plan
- Improvement of Graduation & Retention Rates
- Importance of Teaching for Tenure Consideration
- Enrollment Best Practices
- Enrollment Declines
- Student Experience/Success
- Retention/Crime
- Suicidal Students – Sample Size/Scope/ODU Comparison to National Average (September meeting Educational Moment)

CLOSING REMARKS

The Rector thanked Ashley and Donna for coordinating the retreat. President Hemphill expressed his appreciation to the Board for their support and the work that has been accomplished together this year, and thanked Donna and Ashley.

The meeting was adjourned at 12:22 PM.