



# OLD DOMINION UNIVERSITY®

## President

### Leadership Profile

Fall 2020



*WittKieffer*

## Executive Summary

Old Dominion University enjoys an enviable track record of student success, groundbreaking research and service to its community. To build on this record of achievement, the University seeks its next president.

Capitalizing on the momentum the University has generated under retiring incumbent John R. Broderick, Old Dominion is optimally positioned to thrive in the emerging new normal of higher education. With a long and accomplished history of leveraging innovative pedagogies in service to a laudably diverse student body and a research program focused on issues challenging its region, the nation and the world, Old Dominion is the very model of the modern university. Its new president will inherit opportunities on multiple fronts to broaden its impact, outstanding relationships in the community and the legislature of the Commonwealth and a growing national reputation catalyzed in part by a successful NCAA Division I athletic program. In the last 12 years, Old Dominion has raised more than \$1 billion in new public and private resources, including the largest gift in the University's history, a \$37 million donation to create the Barry Art Museum.

Old Dominion seeks an entrepreneurial, innovative leader with excellent business acumen, one able to lead the University in setting its vision for the future and its strategic plan. As would be expected, the president will be dedicated to student success and to the value of scholarly research. Possessing an understanding of higher education's current circumstances and the trends that will impact the sector over the next many years, the president will be a person of high emotional intelligence, a powerfully effective communicator and sincere relationship builder, and an inclusive, collaborative and decisive decision-maker who is willing to challenge orthodoxies to set a bold course for the institution. The president must emphasize the central importance of inclusive excellence and strive to achieve the best possible climate, practices, and outcomes with respect to diversity, equity and inclusion. The ability to obtain and maintain federal facilities security clearance is required.

Old Dominion and its new president will be positioned to flourish in all aspects of its tripartite mission of transformative teaching and learning, scholarly excellence and meaningful service to its multiple communities.

Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section titled "Procedure for Candidacy."

## About Old Dominion University

### Overview

Old Dominion University (ODU) began its tradition of excellence when it was founded in 1930 by the College of William and Mary, the second oldest university in the United States. Established as an extension of William and Mary in Williamsburg, Virginia, and Virginia Polytechnic Institute in Blacksburg, Virginia, ODU began educating teachers and engineers. The two-year school rapidly evolved into a four-year institution and was granted independence in 1962 as Old Dominion College. Proud of its past, ODU constantly looks to the future and prides itself on its continually expanding research and teaching



programs. An ever-evolving university, ODU is an agent of change for its students, the region and the nation it serves. Its waterfront campus in the coastal city of Norfolk, Virginia, home to Naval Station Norfolk, the world's largest U.S. Navy base, gives students internship and employment opportunities with some of the world's top companies, and accessibility to great shopping and dining, beautiful beaches and historic sites.

ODU is Virginia's entrepreneurial-minded public doctoral research university with more than 24,000 students, rigorous academics, an energetic residential community and initiatives that contribute \$2.6 billion annually to Virginia's economy. The diverse student body includes approximately 49% students of color, nearly 800 international students from 90 countries and 25% military-affiliated students. ODU has also once again been recognized among the region's and nation's top colleges. Students benefit from a 17-1 student-to-faculty ratio and are supported by 901 dedicated and nationally recognized faculty members. In *U.S. News & World Report's* 2021 "Best College" rankings, ODU maintained its ranking of 126 out of 1,500 public universities. For the second year in a row, ODU also ranked as a top university for social mobility. ODU was also highlighted for having, among doctoral institutions, top undergraduate business and engineering programs. With more than 150,000 alumni across all 50 states and 67 countries, ODU pride is global.

### Mission

Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a dynamic public research institution that serves its students and enriches the Commonwealth, the nation and the world through rigorous academic programs, strategic partnerships and active civic engagement.



## Accreditation

ODU is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, masters, education specialist and doctoral degrees. The University's programs are also accredited by numerous specialized and professional accrediting agencies. For more information on accreditation, please visit: <https://www.odu.edu/about/accreditation>.

## Academics

ODU offers more than 150 programs available on campus and more than 100 programs through online learning at ODU*Online*. The eight academic colleges confer 91 bachelor's degrees, 41 master's degrees, 22 doctoral degrees and two educational specialist degrees.

### Colleges

The [College of Arts & Letters](#) offers more than 60 undergraduate and graduate academic programs, and is committed to the ideals of the liberal arts. Its curriculum is designed to introduce students to the full range of human experiences through the study of cultural heritage, forms of artistic and literary expressions, patterns of social and political behavior, and methods of critical inquiry. The College's Arts District includes the Barry Arts Museum, Goode Theater and Gordon Art Galleries.

The [Strome College of Business](#) offers more than 15 undergraduate, graduate, and doctoral academic programs in Business Administration. All programs in the college are designed to promote professional competence; analytical skills; leadership abilities; an understanding of social, political and economic forces; and a strong sense of business ethics and public purpose.

The [Darden College of Education & Professional Studies](#) offers more than 100 academic programs with undergraduate and graduate programs and professional certificates supporting clinical and service careers, doctoral, education and industry careers, located in a \$43 million facility that opened in January 2018.

The [Batten College of Engineering & Technology](#) is ABET accredited and offers more than 30 undergraduate and graduate academic programs through its departments of Civil & Environmental Engineering, Computational Modeling & Simulation Engineering, Electrical & Computer Engineering, Engineering Management & Systems Engineering, Engineering Technology, and Mechanical & Aerospace Engineering.

The [College of Health Sciences](#) offers more than 25 undergraduate, graduate, doctoral and certificate programs preparing outstanding health professionals for workforce needs and conducting research for the advancement of health and wellness. Undergraduate and graduate programs are supported through the schools of Community & Environmental Health, Dental Hygiene, Medical Diagnostic & Translational Sciences, Nursing and Rehabilitation Services, which will be moving to a new \$83 million facility in 2022.

The [College of Sciences](#) offers more than 40 undergraduate, graduate, doctoral and certificate programs that focus both on teaching and research. Majors also have the opportunity to pursue undergraduate research and participate in an internship in their field of study. A new \$76 million facility is projected to open in early 2021.

The [Patricia & Douglas Perry Honors College](#) offers an undergraduate academic research program that includes honors courses, experiential learning, undergraduate research and a capstone.

The [Graduate School](#) together with the colleges offers more than 90 graduate, doctoral and certificate programs and licenses. With a faculty recognized nationally and internationally for its research, publications and creative activity, the school offers instruction through various delivery modes including on-campus, video streaming, online and CD-ROM. ODU enrolls nearly 4,600 graduate students, almost half of whom are part-time.

For more information on the various academic programs, please visit: [www.odu.edu/academics](http://www.odu.edu/academics).

## Facts and Figures



ODU has made significant progress under the thirteen years of leadership by President John R. Broderick. While this list of accomplishments is incomplete, it provides a picture of what distinguishes ODU from other like institutions of higher education.

- Among Virginia public doctoral-granting institutions, ODU produces the second-largest percentage of STEM-H graduates.
- The number of students graduating with a degree in cybersecurity has gone from six five years ago to 108 last year; the number of students enrolled in cybersecurity degree programs increased from 11 in fall 2015 to 725 in fall 2020. The University announced the opening of School of Cybersecurity on October 1, the first of its kind across the nation as the first research university to offer an interdisciplinary program for both undergraduate and graduate students.
- ODU is a nationwide leader in diversity, equity and inclusion, a top 20 university in graduation of African American students. Overall enrollment is 29% African American and undergraduate enrollment is 32% African American.
- ODU has become known for its position as a leader in graduation of first-generation college students.
- As of spring 2020, ODU has 882 full-time faculty and part-time faculty. ODU's faculty reflects the importance of diversity, equity and inclusion and 45% of faculty are women and 28% are from underrepresented groups.
- The University and campus have a significantly enhanced reputation with a student body in excess of 24,000 and numerous new buildings while effectively transitioning from a commuter to a more residential student population.

- Athletics play a more important role at ODU, most notably with the addition of an FBS football program. The University has placed a premium on academics for athletes, consistently scoring at the top of Conference USA in academic achievement of athletes. Old Dominion is a Division 1, C-USA member, FBS institution, with 16 intercollegiate athletic programs and 450 student-athletes.
- With Norfolk being home to the world's largest naval base, it is significant that ODU is a national leader in its student satisfaction rates among active-duty military personnel and veterans.
- ODU is the leading institution in the Hampton Roads region in receiving innovation funding through the Go Virginia initiative. One example is the \$1.3M funding received jointly with Newport News Shipbuilding for development of digital shipbuilding.
- ODU was an early adopter and developer of online learning and continues to excel in this area. More than 17,000 individuals have graduated from ODU through distance/online education.
- ODU is consistently seen as one of the best higher education values in Virginia with tuition rates significantly below all other schools in its competitive set.
- New buildings totaling over \$600M have been or are in the process of being constructed on the University's campus.
- To date, 33 ODU faculty members have received the outstanding faculty award from the State Council on Higher Education in Virginia.
- The ODU Institute for Coastal Adaptation & Resilience (ODU-ICAR), a national center that advances the resilience of coastal communities by integrating scientific and engineering knowledge with human dimensions to develop innovative solutions, is in the process of recruiting a full-time director.

For more facts and figures, please visit: [www.odu.edu/about/facts-and-figures](http://www.odu.edu/about/facts-and-figures) and [Board of Visitors Dashboard](#).

## Student Life and Athletics

With 24,000 on- and off-campus students, ODU is one of the largest and most diverse universities in Virginia. Experience at ODU spans borders, languages and time. Cultures converge. Viewpoints are respected. On one of the most diverse campuses in Virginia, student life can overflow with sport, music, art, culture and activity. ODU fosters student success through campus engagement and experiential learning. Students can choose from more than 300 student organizations and 28 fraternities and sororities. Resident students are offered a variety of living



options and amenities with 14 housing options and 17 dining locations to meet every student's dietary needs. For more information on student life, please visit: [www.odu.edu/life](http://www.odu.edu/life).

In support of the ODU mission, the Department of Athletics recruits and develops a diverse population of highly skilled student-athletes who compete at the NCAA Division I level. ODU's commitment is to enable student-athletes to reach their full potential academically, athletically and as citizens. Athletics enriches the campus experience and serves as a gateway to the University by enhancing its visibility and reputation. For more information on athletics, please visit: [www.odusports.com](http://www.odusports.com).

## Regional Higher Education Centers (RHECs)

ODU's Regional Higher Education Centers serve as additional points of entry to the University, providing accessible, high-quality education in three Hampton Roads locations. Supporting high-demand and critical-shortage professions with select graduate and undergraduate degree, certificate and continuing education programs offered in traditional, distance learning and hybrid formats, the RHECs offer resources to foster success and accelerate degree completion, especially among commuter and transfer students. In addition, the RHECs support the University's community engagement initiatives and provide conference, training and professional development space for a variety of constituents.

The three regional ODU centers are:

- [Peninsula Center](#)
- [Tri-Cities Center](#)
- [Virginia Beach Center](#)

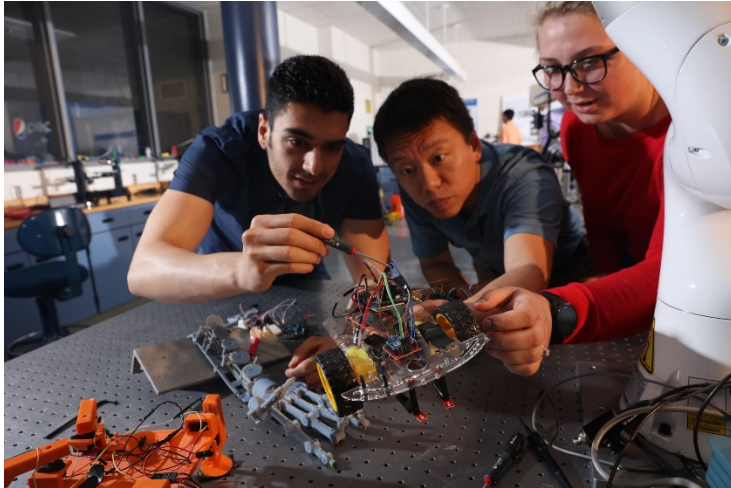
For more information on the Regional Higher Education Centers, please visit: [www.odu.edu/regionalcenters](http://www.odu.edu/regionalcenters).

## Research & Entrepreneurship

ODU has nationally recognized research strengths in coastal resilience, modeling and simulation, bioelectrics, cybersecurity and port logistics and maritime engineering. More than half of the faculty are involved in funded research projects sponsored by federal agencies and industry, creating research opportunities for both undergraduates and graduate students. ODU is a key research partner for the Thomas Jefferson National Accelerator Facility, Newport News Shipbuilding and, through ODU's Virginia Institute for Spaceflight and Autonomy, both NASA-Langley Research Center and the NASA-Wallops Flight Facility. ODU research teams generate \$50 million in annual funding, innovating locally to transform globally.

ODU is one of only 29 universities that are members of a Department of Defense-sponsored University Affiliated Research Center.





## Partnerships & Entrepreneurship

The modern society faces an array of tough challenges, and ODU provides the infrastructure, the facilities, the experience and the resources to face them head-on with research-driven solutions. ODU combines public and private investment to bring viable ideas to the marketplace and to test the viability and scalability of an array of new products and technologies.

The Institute for Innovation and Entrepreneurship (IIE) provides entrepreneurs, companies and organizations of all sizes (students, faculty/staff and the community) with a single entry point to engage intellectual capital and resources, innovative technologies and the world-class infrastructure of ODU to solve business problems, create new offerings and enterprises, and unlock operational efficiencies that save both time and money through:

- [Business partnerships](#)
- [Community partnerships](#)
- [Military partnerships](#)
- Entrepreneurship and innovation partnerships

## Impact

ODU is committed to attracting top talent, nurturing investment and business start-ups, generating high-paying jobs and improving the quality of life for Hampton Roads and all of Virginia. ODU is seeding businesses and investing in its own position of becoming the region's engine of economic development. The local, regional and national impact will only continue to grow, as ODU contributes more than \$2.6 billion annually to the regional economy.

For more information on research and entrepreneurship, please visit: [www.odu.edu/research](http://www.odu.edu/research).

## Old Dominion University Research Foundation

The Old Dominion University Research Foundation is an independent, not-for-profit, tax-exempt 501(c)(3) organization chartered under the laws of Virginia. The Research Foundation was chartered in 1965 to "promote the educational objectives of the University by encouraging, fostering, and conducting investigation, research, and development in engineering, the physical and life sciences, the humanities, education, and all other branches of learning; and utilizing, publishing, and otherwise making known the results of such investigations, research, and development . . ." The Research Foundation serves as the University's fiscal and administrative agent for sponsored program activities.

For more information on the Research Foundation, please visit: [www.researchfoundation.odu.edu](http://www.researchfoundation.odu.edu).



## University Leadership and Governance

A 17-member board appointed by the Governor, the Board of Visitors has the power to control and expend the funds of the University and any appropriation made to it, the power to make all rules and regulations concerning the University, and the power to appoint the president, who is the chief executive officer of the University.

Members of the Board of Visitors are appointed for four-year renewable terms, and no member may serve for or during more than two successive four-year terms. Three members may be non-residents of Virginia, and at least three members must be alumni of ODU. A non-voting student representative is elected annually by the Board of Visitors.



The Board of Visitors holds quarterly meetings in September, December, April and June of each year. Meetings of the Executive Committee are scheduled during the months in which the full Board does not meet.

For more information about the Board of Visitors, please visit: [www.odu.edu/about/bov](http://www.odu.edu/about/bov).

## Opportunities and Expectations for Leadership

Many of the challenges and opportunities facing Old Dominion are common to similar institutions of higher learning. For example, with the advent of the COVID virus, it would appear evident that the higher education business model will experience increasing pressure. Additionally, with the expected decline in high school graduates by mid-decade, there will be increased competition to attract traditional college-age students. For these reasons and others, the next president of Old Dominion will need to be an innovative, entrepreneurial leader.

There are a number of opportunities specific to Old Dominion and its surrounding community. Some of these are noted here in no particular order of priority.

- It is time for Old Dominion to develop a new strategic plan. That effort had been underway before the onset of the COVID-19 crisis and President Broderick's retirement announcement. The new president will have the opportunity to have a direct impact on the development and substance of that plan and will bear responsibility for its execution.
- Old Dominion's scholarly activity and productivity has increased significantly over time and now approaches the requirements necessary to be classified as a Carnegie Research Extensive (R1) university. The president will work across the institution to determine the optimal classification and to

leverage that decision for maximum impact. Additionally, there would appear to be opportunities to commercialize some of the scholarly work of the faculty.

- Virginia Governor Ralph Northam recently announced an initiative for studying collaboration opportunities (and possibly affiliation) for Old Dominion University, [Sentara Healthcare](#) and [Eastern Virginia Medical School](#). The Commonwealth is supportive of this, and a consulting firm has been hired to lead the study. The Old Dominion president is a key linchpin in these discussions and will play an active role in developing the optimal affiliation structure for all parties and the community.
- Hampton Roads is home to the world's largest naval base and to one of the East Coast's largest commercial ports. ODU has the opportunity to become a globally recognized institution in maritime domains, including offshore wind energy, coastal resilience, naval sustainment, and maritime workforce and supply chain logistics. ODU is a lead partner in the Hampton Roads Maritime Collaborative for Growth & Innovation (HRMC), a consortium of regional stakeholders providing thought leadership and coordination in this space.
- Likewise, another opportunity for Old Dominion is research and education in support of [Dominion Energy's wind power development](#), which is underway off the Virginia coast.
- Old Dominion has significant opportunity in the areas of resilience and climate change, given the rising sea levels in Hampton Roads. Work has begun in this area including a successful campaign to raise money in support of this effort. Other areas of science including artificial intelligence also hold great promise.
- ODU is a leader for programming in entrepreneurship through the IIE and Colleges; as recent examples, ODU was awarded a Kauffman Foundation Grant focusing on transitional entrepreneurship and is a partner in the U.S. Department of Education "Re-Imagine Workforce/Entrepreneurship" Grant to the Commonwealth of Virginia Board of Workforce Development.
- Nearly 90% of Old Dominion students are in-state. The University has not yet fully leveraged its growing success beyond the Commonwealth despite its success over the past several years. While the undergraduate population has grown considerably, there is opportunity to grow the number of students in graduate programs; that population has remained relatively constant. Given its innovative programs, deep engagement with issues of global import and the growing reputation generated by its scholarship, student success and intercollegiate athletic program, Old Dominion is well positioned to expand upon its traditional enrollment base, including among international students.
- One of Old Dominion's strengths has been in attracting, retaining and graduating a diverse student population. A challenge will be to advance the University's success in this area while improving upon its efforts to increase diversity among its faculty.
- As the institution has grown, internal communications expectations will grow. The president will establish both an expectation and an infrastructure to improve communication and collaboration across the institution.

- Old Dominion alumni are passionate about their alma mater. Redoubled efforts to engage with alumni – particularly those living outside of the immediate region – should bear considerable fruit in terms of enrollments, student outcomes and, of course, fundraising.
- Old Dominion moved its intercollegiate athletics program from the Colonial Athletic Association to Conference USA in 2013-2014. The president will work in close concert with the athletic director and the board to ensure that the University reaps the greatest benefit from its conference affiliation on behalf of the institution and, especially, its student-athletes.
- Old Dominion has been a national leader in distance and online education for many years. As the COVID-19 crisis forces more and more of higher education online, the University must build upon its historical strengths in that fast-expanding marketplace. ODU*Online* has grown dramatically over the past 10 years and has opportunity for tremendous growth. The recent introduction of a new relationship with George Mason University, James Madison University and several colleges within the Virginia Community College system, which is known as the Online Virginia Network (OVN), has been established and supported by the Commonwealth. OVN offers a new avenue for Virginians who already have earned some credentials toward a degree to find a way to complete their degrees online. OVN does this by promoting the amazing portfolio of programs offered at ODU and the other institutions. This relationship is already working to help the Commonwealth build an extensive and credentialed workforce that will entice more industry to Virginia and improve Virginia's fiscal strength and future.



## Professional Qualifications and Personal Qualities

Old Dominion seeks a creative and strategic leader with excellent business acumen. The president will need to be entrepreneurial, innovative and able to lead the University in setting its vision for the future and its strategic plan. The leader will build, maintain and lead the talented team required to achieve that vision and the objectives of the strategic plan. The president will, like the famous hockey player Wayne Gretzky, anticipate and lead the University "to where the puck is going to be."

As would be expected, the president will be dedicated to student success and to the value of scholarly research. Possessing an understanding of higher education's current circumstances and the trends that will impact the sector over the next many years, the president will be a person with a high emotional intelligence, a powerfully effective communicator and sincere relationship builder, and an inclusive, collaborative and decisive decision-maker. A deep and abiding commitment to diversity in all its forms and to equity and inclusion is absolutely required.

The ideal candidate will possess the following qualities, attributes and competencies.

- Like any effective leader, this one should be a person of integrity who is trustworthy, collaborative and an effective communicator and listener.
- ODU seeks an authentic leader who interacts effectively with students, faculty, staff, community leaders, donors and members of Virginia's General Assembly. The new ODU president will stay accessible to and connected with students, faculty, staff and external constituents to remain informed and engaged with the institutional culture and its people and to generate ideas for improving the University.
- The new president will demonstrate the skills and enthusiasm necessary to be successful in generating philanthropic support. To this end, a record of successful fundraising is highly preferred.
- Old Dominion is a key part of the Hampton Roads community. The new president will actively engage in the life of the Hampton Roads community and in the life of the business community in particular. A history of sincere and productive relationship-building with both internal and external audiences is therefore required.
- The new president will be a team builder and team player, demonstrating the ability to create and maintain partnerships that optimize trust and innovation.
- The new leader will gain the confidence of students, faculty and staff and will show appreciation for and commitment to shared governance.
- Old Dominion's diverse student body currently enjoys strong support and engagement programs that promote student success inside and outside of the classroom. The new leader should have experience in areas related to student support, enrollment services, or university relations as well as a demonstrated commitment and effectiveness in leading diverse and inclusive teams and organizations. The new president will demonstrate obvious passion for Old Dominion University and for the work of the president. This person will be a dynamic leader who has successfully led change. The position will require a commitment of at least five years to effect lasting change.
- The new president must have the ability to obtain and maintain federal facilities security clearance as required to perform their duties.
- In addition, the following attributes are preferred.
  - Familiarity with scholarly research at the R1 level
  - International experience and a global mindset
  - Deep respect for and experience working with the military
  - Experience with strategic partnerships and articulation agreements, especially with community colleges
  - Experience with learners not of traditional age or background
  - Experience in and appreciation for the role of intercollegiate athletics, preferably at the NCAA Division I level



## Norfolk, Virginia

ODU's waterfront campus is in the heart of vibrant Coastal Virginia - a prime place to learn, work and play. Approximately 1.75 million people live in the region, which is home to the cities of Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, Suffolk and Virginia Beach. Each city has its own unique attractions, events and activities.

Norfolk, a metropolitan city, is home to the world's largest naval base and the North American headquarters for NATO. From internship opportunities with some of the world's top companies, to great shopping and dining, to beautiful beaches, there is always something new to discover. Norfolk is close to Colonial Williamsburg and NASA Langley, the birthplace of the U.S. space program.

For more information on Coastal Virginia, please visit [www.odu.edu/about/visitors/coastal-virginia](http://www.odu.edu/about/visitors/coastal-virginia).



## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Old Dominion University in this search, which will remain open until an appointment is made. For fullest consideration, candidate materials should be received by November 20, 2020. Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Dennis Barden, Robin Mamlet, John McFarland & Veena Abraham, J.D.

[ODUPresident@wittkieffer.com](mailto:ODUPresident@wittkieffer.com)

*It is the policy of Old Dominion University to provide equal employment, educational and social opportunities for all persons, without regard to race (or traits historically associated with race including hair texture, hair type, and protective hairstyles such as braids, locks, and twists), color, religion, sex or gender (including pregnancy, childbirth, or related medical conditions), national origin, gender identity or expression, age, veteran status, disability, political affiliation, sexual orientation or genetic information. Minorities, women, veterans and individuals with disabilities are encouraged to apply.*