OLD DOMINION UNIVERSITY
BOARD OF VISITORS RETREAT

August 22-23, 2024

M I N U T E S

The Board of Visitors of Old Dominion University held its annual retreat on August 22-23, 2024, at The Cavalier Hotel in Virginia Beach, Present from the Board:

> P. Murry Pitts, Rector
> Brian E. Campbell
> Robert S. Corn
> Jerri F. Dickseski
> Dennis M. Elmer
> Stanley Goldfarb, MD
> Andrew Hodge
> Brian K. Holland
> E.G. Middleton, III
> Elza H. Mitchum
> Juan M. Montero, MD
> Ross . Mugler
> Clair Wulf Winiarek
> D.R. Wyatt

Absent from the Board: Susan Allen
> Bruce L. Thompson
> Maurice D. Slaughter

Also present: Brian O. Hemphill, President
> Alfred Abuhamad, MD
> Kirk Dewyea
> Kenneth Fridley
> Nina Rodriguez Gonser
> Susan Kenter
> Brandi Hephner LaBanc
> Donna Meeks
> Tom Odom
> Brian Payne
> Stacy Purcell
> Ashley Schumaker
> Heidi Smith

More than 22% of the engineering workforce at Newport News Shipbuilding (NNS), a division of HII, are graduates of Old Dominion University. That number could rise dramatically. NNS, the largest industrial employer in Virginia and a division of the largest shipbuilding company in the University States, will be the lead industry sponsor of the Monarch Accelerator Program to Engineering (MAP-to-E), which aims to increase the number of engineering and technology majors and degrees, particularly from underrepresented and underserved communities in Hampton Roads. NNS will make a five-year gift to the program with an invitation to renew for another five-year term.

During his second State of the University address, he announced plans for a research partnership with the Thomas Jefferson National Accelerator Facility (JLab) and an expanded Barry Art Museum. ODU and JLab have officially established the Joint Institute on Advanced Computing for Environmental Studies (ACES). This comes after the laboratory was recently selected to lead the Department of Energy (DOE)'s $300 million High Performance Data Facility Hub.

Thanks to a leading gift from the Leah and /Richard Waitzer Foundation, the Barry Art Museum will double its current gallery space with a new three-story addition. The "Waitzer Wing" will include a multiuse event space, a community gallery, an educational laboratory, and more.

Old Dominion University and Harbor's Edge, a premier senior living community, are partnering to enhance the quality of life for Harbor's Edge residents, create opportunities for students, and advance ODU's community outreach mission. He announced the alliance with Harbor's Edge CEO Neil Volder during a resident town hall meeting at Harbor's Edge on November 6. The collaboration will include cultural events, student employment and internship opportunities, a mentoring program for students, and lifelong learn

ODU and EVMS hosted a community celebration at Hilton Norfolk The Main on June 7, 2024 to commemorate the integration of EVMS into ODU. The celebration is a direct result of a community-inspired and collaboratively led journey to provide increased levels of support and visibility to EVMS and followed a more than two-year extensive planning process that involved hundreds of people from both campuses, as well as key partners, including the Commonwealth of Virginia and Sentara Health.

THE POWER OF ADAPTATION: HIGHER EDUCATION'S JOURNEY THROUGH DISRUPTION

President Hemphill provided an in-depth review of the disruption – and history – of higher education. The reality is that our industry has experienced a great deal of disruption – it is not new! While we often say that the academy does not change quickly, there are pivotal decisions and moments that have led us to today's landscape and reality.

He focused on the past disruption during the last 40 years, the disruption of the present, and a forward-focused future. The technological revolution was birthed in 1983 with theep(he) HIep((O)-4 (t (he)4
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A forward-focused future will include doubling down on student success, creating robust learning experiences, leveling up the digital experience for students, having a mobility mindset, incorporating skill-based learning, and revenue diversification.

Higher education is a mature industry; however, we have not adapted very well to how to manage in today's environment. It will be a challenge, but President Hemphill stated that he is confident Old Dominion University will be a leader in the Commonwealth, the nation, and the world. Why? Because of the leaders he sees in this room. We are not immune to challenges, but we are positioned to rise to the occasion and overcome any and all obstacles.

PATHWAY TO 30,000 - REVOLUTIONIZING RECRUITMENT

Nina Rodriguez Gonser, Vice President for Digital Transformation and Technology; and Brandi Hephner LaBanc, Ph.D. Vice President for Student Enrollment, Engagement and Services; presented strategies for revolutionizing recruitment. They provided an overview of the higher education landscape, discussed campus-based strategies, and digital learning strategies for supporting campus-based and online learners.

The goals of the inaugural recruitment plan are to increase the size of the first-year freshman class; increase the size of the transfer class; grow recruitment of Hispanic students, expand connection, improve operational efficiency, and use data-informed outreach. Digital learning recruitment focuses on awareness, inquiries, admissions, enrollment, and retention.

STUDENT SUCCESS AND THE NISS: EMPOWERING ACHIEVEMENT

Vice President LaBanc and Brian Payne, Interim Provost and Executive Vice President for Academic Affairs, presented on the University's partnership with the National Institute for Student Success (NISS). The provides partner institutions with in-depth diagnostic analyses,

Key challenges are insufficient access to data to proactively support students; undercoordinated academic advising; underdeveloped pathways into and between majors; and inadequate supports for student financial literacy and well-being. Vice President Hephner LaBanc and Provost Payne addressed each of the key challenges and strategies to address them, including the creation of a Data Governance Council, using data and predictive analytics to improve student motivation; standardizing academic advising systems, protocols, training, and practices for professional and faculty advisors to ensure students receive consistent, proactive support across all advising units and colleges; a forward-focused advising timeline; creating a summer bridge program, meta-majors, near peer mentoring, and a first year experience course; establishing early warning and targeted supports; and promoting financial aid, financial literacy & financial well-being programs.

THE FUTURE OF MEDICAL EDUCATION

Alfred Abuhamad, MD, Executive Vice President, Mason & Joan Brock Virginia Health Sciences at Old Dominion University, briefed the Board on the future of higher education. He provided a list of the terms used in the medical field, a history of medical education and the history of medical education at EVMS. The inaugural class at EVMS matriculated in 1973 with 27 students and the 50th class matriculated in 2023 with 150 students.

Dr. Abuhamad discussed the steps in medical education that include medical students, clinical

SALESFORCE EDUCATION CLOUD ELEVATES ODU

Ashley Schumaker, Chief of Student and Vice President for Strategic Operations, and Kirk Dewyea, Associate Vice President for Administration and Interim CIO, provided an overview of the University's partnership with Salesforce. They discussed the strategic importance of Constituent Relationship Management (CRM) and data governance in modern higher education and highlighted the goal of demonstrating the transformative impact of Salesforce and data-driving decision-making at ODU. They shared the Salesforce journey, the impact and benefits of Salesforce, examples of institutional success with Salesforce, and provided an example of the recruitment and admissions process using Salesforce.

The impact and benefits of Salesforce include: a "single pane of glass," providing employees with comprehensive insights into student data, enabling better support and decision-making; a transformative impact of efficiency and integration, streamlining processes across departments for a more cohesive institutional approach; scalability, positioned for growth, with minimal instances needed to cover the enter institution; and data-driven decisions – how Salesforce integrates with data governance to enhance institutional decision-making.

The use of Salesforce in the recruitment and admissions process walks a prospective student from initial contact to enrollment, with key interactions such as inquiries, application tracking, communication, and enrollment; and trigger and automation to personalize experiences and timely interventions. The institution is looking ahead to the next steps in leveraging these systems for institutional excellence.

FROM DATA TO DECISIONS: GOVERNANCE AT THE CORE

Kirk Dewyea and Susan Kenter, Ph.D., Chief of Staff and Associate Vice President for Strategic Initiatives provided an overview of data governance at ODU. They shared the key components of data governance and the role of data in aligning operations with institutional goals. ODU has a Data Governance Council and a University Data Team to promote transparency, accountability, and stakeholder involvement.

Ethical considerations must be considered to protect privacy and ensure compliance with legal standards. They explained the tools and technologies, including Salesforce CRM and Banner, unifying technologies, and technology implementation, and described data governance in action.

CHARTING THE FUTURE: ARTIFICIAL INTELLIGENE IN ACADEMIA

Vice President Rodriguez Gonser and Ken Fridley, Vice President forVE3A5 edand se(y,)-10 3

They discussed ODU's AI framework and the core pillars. Core Pillar 1, Education and Training, includes AI education and training as well as industry partnerships to provide students with real-world experience and training. Core Pillar 2, Cultivating a Culture of Innovation, includes enhancing student and faculty support services and integrating AI into business. Core Pillar 3, Research Excellence, focuses on research in AI with ongoing initiatives in machine learning, natural language processing, computer vision, and robotics.

Key domains include AI in healthcare, maritime operations, and coastal resilience. And cross-cutting areas include ethics and regulations, modeling and simulation, and autonomous systems. Recognizing the importance of storytelling and being seen as a leader in Artificial Intelligence, Old Dominion University has contracted with The Hodges Partnership team.

MOTION FOR CLOSED SESSION

The Rector called on Mr. Wyatt, 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) and (8) for the purposes of discussing the assignment, appointment, and performance of specific employees' and consultation with legal counsel regarding a specific legal matter requiring the provision of legal advice to the Board." The motion was properly seconded and approved by roll-call vote *(Campbell, Corn, Dickseski, Ellmer, Goldfarb, Hodge, Holland, Middleton, Mitchum, Montero, Mugler, Pitts, Wulf Winiarek, 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 *(Campbell, Corn, Dickseski, Ellmer, Goldfarb, Hodge, Holland, Middleton, Mitchum, Montero, Mugler, Pitts, W2rugl,*

for academic or disciplinary reasons are still considered students for disciplinary purposes, regardless of the separation's duration.

B. **Reporting of Violations:** Those aware of an alleged code violation are encouraged to report it promptly to the Office of Student Accountability & Academic Integrity and/or University Police.

C. **Third-Party Misbehavior**: University guests, including those within its residence halls, are expected to follow all University policies. This includes virtual guests. Students are responsible and accountable for their guests' and animals' misbehavior. Student organizations are likewise responsible for ensuring compliance with the Code by their members and guests. The Code also protects visitors and guests and may initiate complaints for alleged violations of the Code allegedly committed against them by students.

D. **Student Organizations and Groups:** The Code applies to the behavior of individual students, student organizations, and student groups

P. **Pathway Navigators**: Students who serve as a confidential resource to students participating in the student accountability process; these students also serve as accountability partners to ensure pathway plans are completed. A Pathway Navigator is optional for students participating in the student accountability process.

Q. **Pathway Plan:** The letter the student receives when they have concluded their Student Accountability Meeting or University Accountability Board Meeting.

R. **Pathway Project**: An educational activity assigned by the Conduct Educator or selected by the student if they accept responsibility for a policy violation. Students who meet with the University Accountability Board will not choose their pathway projects.

S. **Possession**: Control over an object (physical e3.6 (nP( )-11w3i(h)-3 ll)10.6 il14ivatvefĔ31.293 -2 (a)10.pw7:1g9 (

BB. **Support Person**: A person chosen by the complainant or respondent to join them during a SAM or University Accountability Board meeting but who may not actively participate in the

file with the Office of Student Engagement & Traditions, Recreation & Wellness, and University Intercollegiate Athletics).

C. **Expected Reporting of Arrests:** Students have a continuing duty to promptly report to Student Affairs any arrests for violations of federal, state, local, or international law, excluding minor traffic violations that do not result in injury to others. This duty applies regardless of where the arrest occurred (inside or outside the Commonwealth of Virginia) and regardless of whether the University is in session at the time of the arrest. An arrest includes the issuance of a written

recycling a previous assignment as a new assignment without appropriate citation or notification and approval from faculty members.

Non-Academic Misbehavior

A. **Abuse of Animals:** Any intentional or reckless act that causes harm, suffering, distress, or death to an animal.

~~A.~~B.**Alcohol**: The unlawful production, consumption, distribution, possession, provision, or use of alcohol or alcohol paraphernalia, including public drunkenness; attendance or class participation in an academic setting while under the influence of alcohol; or any violation of University Policy 6603.

B. ~~**Abuse of Animals:** Any intentional or reckless act that causes harm, suffering, distress, or death to an animal.~~

C.

Z. **Weapons**:

detailed description of the concerning behavior, including date, time, and location, and the name(s) of any individual(s) involved.

X. Student Accountability Process

The [Office of Student Accountability and Academic Integrity](#) follows the steps below to address behavior that possibly violates the Code. Please note that every incident is different, and each

b. Complainants of a crime of violence or non-forcible sex offense may request updates using the [Complainant of Crime of Violence Form](#) (or the Complainant's next of kin if the Complainant is deceased). Only the student's name, the finding(s),

a. In certain situations, the Office of Student Accountability & Academic Integrity reserves the right to withdraw the student organization's option of working on an Organization Accountability Agreement.

XI. Interim Actions

Based on the nature and circumstances of the referral, the Vice President of Student Engagement & Enrollment Services,

C. **Holds on Student Account:** The Office of Student Accountability & Academic Integrity may apply a hold to a student's account that prevents class registration and graduation. Situations in which holds may be applied include but are not limited to the following:
   a. The student fails to complete pathway projects by assigned due dates.
   b. The student has been issued an interim suspension.
   c. The student is suspended and has a pending re-enrollment meeting.
   d. The student is not presently enrolled and a SAM is pending.
   e. The student has been expelled.
   f. The student has a pending student accountability matter that must be resolved.

D. **Campus Restriction**: When a student is temporarily restricted to traveling and accessing only the necessary campus areas directly tied to pursuing their degree, their basic needs, and reasonable public spaces on campus.
   a. A determination is made that a student's behavior is considered a concern for the health or safety of the campus community but does not rise to the level where the individual needs to be placed on interim suspension.
   b. The Office of Student Accountability & Academic Integrity will send a letter notifying the student of their campus restrictions.
   c. A SAM will be scheduled to resolve the pending matter as soon as possible.

E. **Cease and Desist Directives/Order**: A formal notice to a student organization or group to stop all activities and events due to alleged violations of the Code.
   a. If the Office of Student Accountability & Academic Integrity is notified of alleged violations of the hazing policy or other forms of misbehavior, the president or leader of the organization, group, or team will receive the cease and desist letter on its behalf.
   b. Depending on the initial information shared with the Office of Student Accountability & Academic Integrity, an investigation may be conducted to resolve the matter.
   c. The cease-and-desist order will stay in effect until the investigation or another form of resolution has been completed.

F. **Modification of Housing Assignment:** A temporary relocation of individuals involved in an incident where the health, safety, and well-being of others is a concern.
   a. Housing and Residence Life, the Office of Institutional Equity and Diversi()10.6 750 Td(H)2/1

XII. Resolution Options

Informal and formal resolution options are available and may be assigned at the discretion of the Office of Student Accountability & Academic Integrity. When more than one student is involved in the same incident, student accountability meetings may be combined, though separate findings will be made for each student.

A. Student Accountability Meeting (SAM): A Student Accountability Meeting is a formal resolution convened to address alleged violations of the Code. During this meeting, the alleged misbehavior is discussed, evidence may be presented, and the student has the opportunity to respond. The goal is to reach a resolution that aligns with the University's policies and fosters a positive campus environment. All student accountability meetings are closed. Conduct Educators will determine the relevance of information and credibility of participants. The Office of Student Accountability & Academic Integrity may offer a SAM waiver, including proposed pathway projects, to a sty7 (ty7 (ty.1 (m)-6.4 (at)8 (.)I(ty.1Sn3 (bp.)40.0084)-6 (m)40.001)ʃJEM499)-4.9 02 Tc 0

XIII. Appeal Process

    A.

B. Formal Warning: This status indicates a minor violation of the Code has occurred but will not be reported as part of the student's behavioral record. Future violations can result in an elevated behavioral status, such as behavioral probation, deferred suspension, suspension, or expulsion.

C. Behavioral Probation: This status indicates a serious violation or two or more incidents have resulted in Code violations. The student or student organization/group is informed that further violations may result in suspension. This status may prevent a student from participating in other student leadership opportunities that require a student to be in good standing with the University. Behavioral probation may delay, but not deny participation in other student leadership opportunities.

D. Deferred Suspension: This status indicates a severe violation or multiple incidents have resulted in Code violations. The student or student organization/group has committed a suspendable offense; however, the Conduct Educator or University Accountability Board does not feel the student or student organization/group should be separated from the University. The student or student organization/group is informed that further violations may result in suspension. The student can attend classes normally due to the suspension being deferred and inactive. This status may prevent a student from participating in other student leadership opportunities that require a student to be in good standing with the

I. Housing Points: Points assigned to residential students who violate the Code of Student

BOARD SELF-ASSESSMENT

Jerri Dickseski, Chair of the Board's Governance Committee, reviewed the results of the Board's self-assessment survey conducted in January. She said that there was 100% participation by Board members for the first time. For the new Board members, she noted that the Board completes an annual self-assessment survey to help inform us on

7. **Economic Development**: Economic development refers to the sustained, concerted actions of communities and policymakers to improve the standard of living and economic health of a specific area. Educational institutions contribute to this by producing a skilled