

**OLD DOMINION UNIVERSITY  
BOARD OF VISITORS  
2023 Interim Executive Summary of Activities**

**Document Title**

Annual Executive Summary of the Interim Activity and Work of the Board of Visitors of Old Dominion University, January 1, 2023 – December 31, 2023.

**Author**

Old Dominion University

**Enabling Authority**

Code of Virginia, Chapter 13, Governing Boards of Public Institutions of Higher Education, [§§23.1-1300 through 1310](#)

Code of Virginia, Chapter 20, Old Dominion University, [§§23.1-2000 through 2007](#)

**Executive Summary**

As required by [Virginia Code §23.1-1303\(13\)](#), the governing board of each public institution of higher education shall submit to the General Assembly and the Governor and make publicly available on the institution's website an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. Questions regarding the Executive Summary can be addressed to Donna Meeks, Executive Secretary to the Board of Visitors, Office of the President, 757-683-3072, [dmeeks@odu.edu](mailto:dmeeks@odu.edu).

Among the highlights of this past year are the following:

- Received Reaffirmation of Accreditation by the Southern Association of Colleges and Schools Commission on Colleges in December;
- Continued progress on integration with EVMS, with legislation passed during the 2023 legislative session creating the Eastern Virginia Health Sciences Center at ODU, designating the schools and divisions of EVMS to become part of the center upon integration, and affirming its continued support of the integration with Sentara Health;
- Held the first-ever Budget Summit in April to engage the campus community in the development of recommendations to address efficiencies, innovation, and revenue generation, resulting in 21 specific strategies that address academic, administrative, financial, technology, and workforce-related savings, enhancements, and improvements;
- Established the Joint Institute on Advanced Computing for Environmental Studies (ACES) in partnership with Thomas Jefferson National Accelerator Facility (JLab);
- Established the new School of Data Science for the development of interdisciplinary courses and degrees and to conduct state-of-the-art research with the new ODU Virginia Beach Institute for Data Science opening in November to house this program;
- Opened the Hampton Roads Biomedical Research Consortium Headquarters to collaborate on innovative projects and jump-start scientific research to address health disparities in the region;
- Held the inaugural Maritime Symposium in partnership with the Virginia Maritime Association in April to provide a direct linkage between the maritime industry and the significant work occurring at Old Dominion University;

- Established the TCC-ODU Monarch Ready Program to provide a new pathway to degree completion for students needing additional preparation for college;
- Launched the Research Institute for Digital Innovation in Learning to explore how advancements in artificial intelligence (AI) can be harnessed to reshape learning experiences and enhance student outcomes;
- Held a campus-wide AI Symposium to ensure that Old Dominion University remains at the forefront of artificial intelligence;
- Established the position of Associate Vice President for Corporate Partnerships with the goal of positioning Old Dominion University as the preferred educational partner for business and industry related to workforce development;
- Increased enrollment of distance learning students to 31% of the overall student population, with an 18% increase in applications for the Spring 2024 semester and an anticipated 27% increase in Fall 2024 applications;
- Established the Monarch Internship and Co-Op Program to support work-based learning initiatives for students; and

Focused efforts on improving student retention and graduation rates by decreasing the admission rate from 96% to 90%, establishing the Monarch-Ready Program, and strategic leveraging of financial aid merit awards as these efforts resulted in the enrollment of a historic number of high school valedictorians and salutatorians and increased high school GPA and ACT/SAT scores.

During 2023, the Board of Visitors of Old Dominion University held four quarterly meetings on April 20-21, June 15-16, September 14-15, and November 30-December 1, with the June meeting designated as its annual meeting. The Board's Executive Committee met on May 18, and a special meeting of the Board was held on October 27 to discuss the ODU/EVMS Integration. An orientation session for new Board members was held on August 15, and the Board's annual retreat was held on August 24-25.

The Board has seven standing committees that address key functions within the University, such as Academic & Research Advancement; Administration & Finance; Athletics, Audit, Compliance & Human Resources; Governance; Student Enhancement & Engagement and Digital Learning; and University Advancement and University Communications. These committees meet in conjunction with the quarterly Board meetings.

A public forum on the University's proposed 2023-2024 tuition and fees was held on March 16. ODU students and other interested individuals were given the opportunity to sign up in advance to make public comments following a briefing by the Vice President for Administration & Finance and Chief Financial Officer. Three students spoke and expressed concerns with increasing tuition costs and proposed additional waivers and scholarships to lessen the burden of the increase.

Board members completed the annual self-assessment survey in early 2023 and the results were presented and discussed at the Board's retreat in August.

The Board met with President Brian O. Hemphill, Ph.D. in closed session on June 16 to discuss the progress on his 2022-2023 performance plan, as well as on September 15 and December 1 to discuss the progress report on his 2023-2024 performance plan.

An exit conference with the Auditor of Public Accounts on the University's audit for the fiscal year ended June 30, 2022, was held with the Board's Audit, Compliance, and Human Resources Committee on April 20.

During 2023, the Board received briefings and/or held discussions on the following topics:

- Quarterly Financial Updates;
- Quarterly "Educational Moments" on Maritime Initiatives, the School of Data Science, Trends in Mental Health on College Campuses, and Hampton Roads Biomedical Research Consortium;
- Spring and Fall Commencement Plans;
- Student Representative to the Board Quarterly Reports;
- Welcome Back Faculty Meetings;
- Welcome Week and New Student Convocation;
- Campus-wide Symposium on Artificial Intelligence;
- Open Forums for Students and Employees;
- Annual State of the University Address and 2022-2023 President's Report;
- Regional Workforce Development Roundtable Discussion;
- Legislative Priorities for Upcoming General Assembly Regular Session;
- ODU/EVMS Integration, including the EVMS Operating Budget, Final Budget Action, and Integration Funding;
- SACSCOC Reaffirmation of Accreditation;
- Financial Overview and Preparations for FY2024;
- Proposed 2023-2024 Tuition and Fees and Amended Tuition and Fees;
- Proposed 2023-2024 Operating Budget and Plan and Amended 2023-2024 Operating Budget and Plan;
- Capital Outlay Projects Status Reports;
- Public Safety Updates;
- Campus Beautification Projects;
- Educational Foundation Investment Reports;
- Information Security Program;
- Annual Debt Management Report;
- Supplier Diversity Program/SWaM Program and Goals;
- Auxiliary Business Services Fall Opening Performance;
- 2023 Six-Year Plan;
- FY2023 Annual Financial Statements;
- Annual Red Flag Rule Update;
- Reports from the University Audit Executive;
  - *Internal Quality Assurance Improvement Program*
  - *Completed Audit Reports*
    - *Police Department Fiscal Activities FY2022*
    - *Desktop Management*
    - *Office of the President FY2022 Expenditures*
    - *College of Sciences*
    - *Housing and Residence Life*
  - *Status of Open Audit Issues*
  - *Annual Risk Assessment Process*
- CAPTRUST Update on Supplemental Retirement Plans;

- Administrative and Professional Faculty Senate;
- University-Wide Compensation Study for Administrative and Professional Faculty and Classified Employees;
- FY2023 Commonwealth Division of Human Resources Management Policy Updates;
- Annual Workforce Plan;
- Proposed Fair Labor Standards Act Overtime Rule;
- Student Support in the Darden College of Education and Professional Studies;
- Innovation and Commercialization;
- Counseling Services Wellness Collaborative;
- Admitted Students Day;
- Historical and Projected Fall 2023 Data Related to Applicants, Admits, and Confirmations;
- First-Year Service Experience;
- Career Development Services;
- Digital Learning Fall 2023 Enrollment Trends;
- Operational Enhancements to Undergraduate, Graduate, and International Admissions;
- Housing and Residence Life Update;
- Report from 93<sup>rd</sup> Student Government Association President;
- Campus-Based Enrollment Efforts;
- Family Track at New Student Orientation;
- Very Important Parents and Supporters (VIPS) Class;
- Family Weekend 2023;
- Student Satisfaction Survey Highlights;
- Digital Learning Military Initiatives;
- Research Institute for Digital Innovation in Learning;
- Use of ChatGPT in Marketing;
- New Scholarship Programs for Online Students;
- New Partnership on AI Academic Programs;
- Digital Learning Growth Initiatives;
- Digital Badges and Stackable Credentials;
- Upcoming Offerings and Innovations in Digital Learning;
- #ODU Promise;
- Annual and Capital Campaign Updates, with focus on the Barry Art Museum and First Star Program;
- Alumni Association Updates;
- College Advisory Boards;
- University Communications Updates;
- Women's Golf Program Update;
- Student-Athlete Mental Health Update;
- Student-Athlete Academic and Community Services Update;
- Sun Belt Conference Successes with Special Recognition of Men's Tennis, Women's Soccer, and Field Hockey;
- NCAA Updates;
- The Pride of ODU Collective Update;
- Student-Athlete Welfare Initiatives;
- Student-Athlete Investments;
- Fall 2023 Athletics Season Highlights;

- Promotions in Academic Rank;
- Faculty Demographics for Tenured/Tenure-Track Faculty and Non-Tenure Track Faculty;
- Carnegie Classification Changes for 2024;
- Language Learning Center in the College of Arts and Letters;
- Office of Research Overview;
- Monarch Humanities Internship Program; and
- Drones and Autonomous Systems Research and Academic Developments.

At its annual retreat, the Board discussed the following topics:

- *“Entrepreneurial the Future of Higher Education: Radical Transformation in Times of Profound Change,”* by Mary Landon Darden;
- Name, Image, and Likeness (NIL) and Collectives with Kevin Lennon, NCAA Vice President for Division I Athletics;
- Retention: A Roadmap for Success;
- Artificial Intelligence (AI): The New Normal;
- Diversity, Equity, and Inclusion (DEI): The Changing Landscape;
- Spring 2023 Strategic Planning Progress Update; and
- Key Areas of Focus for the Coming Year.

The following actions were taken by the Board during 2023.

- Approved Charters for the Athletics; Audit, Compliance and Human Resources; Student Enhancement & Engagement and Digital Learning; and University Advancement and University Communications standing committees.
- Approved ODU/EVMS Integration Resolutions:
  - Resolution Affirming the Board of Visitors’ Approval of Eastern Virginia Medical School’s Integration into Old Dominion University;
  - Recognizing the Ten Appointment, Promotion, and Tenure Policies that Apply to the School of Medicine and School of Health Professions Faculty Upon Integration;
  - Resolution to Endorse the Faculty Senate Chairs’ Recommendation of the Cadence for Appointment, Promotion, and Tenure Policy Review;
  - Resolution to Acknowledge the Engagement and Cooperation of the Old Dominion University Faculty Senate in Support of the Integration with EVMS;
  - Resolution to Ensure the School of Medicine and the School of Health Professions Have the Ongoing Funding Necessary to Advance its Mission; and
  - Proposal to Affirm Commitment to the Development of the Joint School of Public Health.
- Approved President Brian O. Hemphill’s 2023-2024 Performance Plan, incentive payments, a compensation adjustment, a third amendment to the Supplemental Defined Contribution Plan, and a contract extension.
- Approved Resolutions of Appreciation for outgoing Board members Yvonne Allmond, Robert Broermann, Peter Decker, III, and Armistead D. Williams, Jr.
- Approved Resolution of Appreciation for Nina Brown in recognition of her 55-year career at Old Dominion University.
- Approved Honorary Degrees.
- Approved Resolution Reaffirming Board of Visitors Approval of Old Dominion University’s Mission Statement and Strategic Goals and Rescission of Board of Visitors Policies 1001 and 1002.
- Appointed Student Representative to the Board.
- Approved 2023-2024 Tuition and Fees and Amended Tuition and Fees.

- Approved 2023-2024 Operating Budget and Plan and Amended Operating Budget and Plan.
- Appointed Brandi Hephner LaBanc, Ed.D. as Vice President for Student Engagement and Enrollment Services.
- Approved a Motion that Current Board Members Cannot Also Be Collective Board Members with Board Bylaws Revision.
- Approved 2023 Six-Year Plan.
- Approved 127 Faculty Appointments, 115 Administrative and Faculty Appointments, Eight Appointments with Tenure, 17 Emeritus/Emerita Appointments, One Dual Employment, and Granted Tenure to 20 Faculty Members.
- Reviewed and Approved Nine Board Policies.
- Approved Two New Academic Departments in the Joint School of Public Health:
  - Department of Epidemiology, Biostatistics, and Environmental Health; and
  - Department of Health Behavior, Policy, and Management.
- Approved Two New Academic Departments in the School of Nursing:
  - Department of Advance Practice Nursing; and
  - Department of Professional Nursing.
- Approved Darden College of Education and Professional Studies Reorganization.
- Approved Master of Arts in Teaching Degree Programs in Elementary and Secondary Education.
- Appointed Faculty Representatives to Board Standing Committees.
- Approved the 2024 Audit Plan and a modified 2023 Audit Plan.

The Old Dominion University Board of Visitors continues to operate in a transparent manner, to the extent required by law, in all Board actions. All meetings were open to the public; notice was provided pursuant to [Virginia Code §2.2-3707](#); agendas and minutes were published on the University’s website and Virginia’s Commonwealth Calendar; and full Board meetings were live-streamed on the Board’s website. Any business that was conducted in closed session was done pursuant to the Virginia Freedom of Information Act. University Counsel and Senior Assistant Attorney General was present for all meetings and closed sessions. With the exception of the special meeting held on October 27, which was an all-virtual meeting held pursuant to Virginia Code § 2.2-3708.3.C, all meetings were held in person with one Board member participating via Zoom during the June quarterly meeting pursuant to Virginia Code [§ 2.2-3708.3.B.3](#) and as reflected in the meeting minutes.

The [Bylaws of the Old Dominion University Board of Visitors](#) are posted on the Board’s website and noted the requirements of the Board in order to ensure the transparency of its actions. Section 3.07 of the Bylaws require that all meetings of the Board be conducted in accordance [Board Policy 1107, Board of Visitors Meeting Scheduling and Procedures](#), unless modified at the discretion of the Rector. Section 3.08 of the Bylaws specifies that Board members are subject to the provisions of the State and Local Government Conflict of Interests Act and must file reports as required ([Va. Code §2.2-3114. B](#)) and [Board Policy 1108, Board of Visitors Conflict of Interests Policy](#). University Counsel will review filings in accordance with these provisions. Board members must disclose any conflicts to University Counsel and recuse themselves from any meeting discussions on related topics and abstain from voting.