

**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

The Rector highlighted two quotes from the book sent by President H f h tomghl -0 0a(or)3 (hi (t)-2 (ghd4 -0 02

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

million has been invested in the accomplishing the goals of the new Strategic Plan and reminds

The President and Dr. Selig introduced Kevin Lennon, NCAA Vice President for Division I Athletics, who provided an overview o

Initial thoughts regarding where we are in terms of building a roadway for success are that the

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,*

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 **A**ware, **C**ultural Competence, and being **E**ngaged. 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 u3fly ar (ye)-6 (e)4 (s)-2 (o)4 (d f)3 (os)-1 (c)4 (ut)-2 (f)3 (

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.