MEMORANDUM

TO: The Academic and Student Life Committee:

Barbara J. Fried, Co-Chair
Bobbie G. Kilberg, Co-Chair
Frank B. Atkinson
Mark T. Bowles
Whittington W. Clement
Frank M. Conner III
Helen E. Dragas
Frank E. Genovese
Tammy S. Murphy
William H. Goodwin Jr., Ex-officio
Joe Garofalo, Faculty Member
Phoebe A. Willis, Student Member
Allison S. Linney, Consulting Member

and

The Remaining Members of the Board:

L.D. Britt, M.D. John G. Macfarlane III
Kevin J. Fay James V. Reyes
John A. Griffin Jeffrey C. Walker
Victoria D. Harker

FROM: Susan G. Harris

RE: Minutes of the Academic and Student Life Committee on June 10, 2016

The Academic and Student Life Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 8:35 a.m., on Friday, June 10, 2016, in the Auditorium of the Albert & Shirley Small Special Collections Library of the Harrison Institute. Barbara J. Fried, Co-Chair, presided.

Absent: Bobbie G. Kilberg, Frank B. Atkinson, and Whittington W. Clement.

L.D. Britt, M.D., Kevin J. Fay, John A. Griffin, John G. Macfarlane III, James V. Reyes, and Jeffrey C. Walker were also present.

Present as well were Teresa A. Sullivan, Patrick D. Hogan, Thomas C. Katsouleas, Susan G. Harris, Donna P. Henry, Ronald R. Hutchins, Patricia M. Lampkin, W. Thomas Leback, Craig D. Littlepage, David W. Martel, Marcus L. Martin, M.D., Phillip A. Parrish, Debra D. Rinker, Nancy A. Rivers, Roscoe C. Roberts, Colette Sheehy, and Farnaz F. Thompson.

Presenters were Faith A. Lyons, Charles (Matt) West, Tony Bennett, Brian Boland, and Kim Lewellen.

Ms. Fried opened the meeting. After reviewing the agenda, she gave the floor to Mr. Katsouleas.

Consent Agenda: Degree Program Title Changes

On motion, the committee approved the following resolution and recommended it for full Board approval:

DEGREE PROGRAM TITLE CHANGES: MASTER OF EDUCATION (M.ED.) AND BACHELOR OF SCIENCE IN EDUCATION (B.S.ED.) IN SPEECH COMMUNICATION DISORDERS TO M.ED. AND B.S.ED. IN COMMUNICATION SCIENCES AND DISORDERS IN THE CURRY SCHOOL OF EDUCATION

RESOLVED, subject to approval by the State Council of Higher Education for Virginia, the M.Ed. and B.S.Ed. in Speech Communication Disorders are retitled the M.Ed. and B.S.Ed. in Communication Sciences and Disorders.

Informational Item: Initiation of a Dual Degree Program Between the Batten School and the Curry School

Mr. Katsouleas explained that the Frank Batten School of Leadership and Public Policy and the Curry School of Education have created a dual degree program that combines a Bachelor of Arts (B.A.) in Public Policy and Leadership and a Master of Teaching (M.T.) - social studies track. The program enhances the social studies curriculum by providing in depth coursework in public policy.

Research Strategy

Before reviewing the University’s research strategy, Mr. Katsouleas provided an overview of his first nine months as Provost. His priorities focused on team building, reorganization of the Provost Office, and dean searches for the School of Law, the University Libraries, and the School of Architecture. There was an emphasis with
the deans on diversity, hiring and retention, and research. Other accomplishments include adopting recommendations from the general faculty task force, creating faculty budget advisory committees, establishing peer-based annual faculty merit reviews, and developing draft diversity plans for each school. The Total Advising initiative is moving ahead with the renovation of the second floor in Clemons Library scheduled to be completed in January. The University also received a major gift for the initiative. A University-wide campaign planning process is underway. Each school is developing proposals that will be combined into umbrella themes.

The review of the University's research strategy began with a twenty-year comparison of the University's federal research funding per faculty member with seven other institutions. The data shows that a gap has formed between the University and most of the other schools. To close that gap the University will need to double its research funding. Based on the current level of investment, it will take 5 to 10 years to achieve this goal. Mr. Katsouleas proposed that the University think of its research initiative as 'Cathedral Thinking with Urgency.' The University needs to look at the long term and focus its investments on those elements that can serve as the foundation for research growth just like the builders of gothic cathedrals started with the foundations. No institution in higher education has attempted to grow research by as much and as fast as the University is proposing, but Mr. Katsouleas believes that the University can succeed because of its strengths, leadership, resources, and broad based support.

A Broad Field Portfolio analysis has been completed to assess the University's research strengths in ten program areas. The analysis is based on factors, such as research funding, publications, citations, awards, and books. Factors are weighted by field since not all factors apply equally to all fields. For example, book publications are rated at zero in engineering, but are high in the humanities. The analysis of the ten program areas showed that only education and natural resources & conservation are performing at levels that are above the average of the University's peers. The analysis also shows the number of faculty per program area. Those with the highest number of faculty include the biological and biomedical sciences, humanities, engineering, social and behavioral sciences, and physical and mathematical sciences. Mr. Katsouleas stressed that the goal is to double scholarship and not just research funding.

The University's research investment strategy can be viewed as a pyramid. The base level is the infrastructure that supports research. An example is the current information technology initiative for pre- and post-grant award support. Core instruments form the next level. Examples include this year's investments in high-performance computing, library, clean room upgrades, and a new fMRI for School of Medicine. Individual laboratories are at the next level. The current emphasis is on the Gilmer Hall/Chemistry Building Renovation project and the Physics Building renovation project. Individual projects are
at the peak. This year these include the Pan-University Institutes, cluster hires, target of opportunity hires, and seed funding for productivity for existing faculty.

The research investment strategy focuses on both new hires and existing faculty. Given that the number of existing faculty greatly exceeds the number of new hires, the University must increase the productivity of existing faculty to grow its research. Half of research growth will come from new hires and half will come from existing faculty. In terms of new hires, regular hires constitute the majority followed by cluster hires and target of opportunity hires. In addition to the use of cluster hires and target of opportunity hires to achieve strategic objectives, the University also needs to focus on talent hires because it can't foresee what the next new ideas will be. An example is the energy harvesting technology for wireless devices developed by Mr. Benton H. Calhoun, Professor of Electrical and Computer Engineering in the School of Engineering and Applied Science. When Mr. Calhoun was hired, no one was focusing on this area. The 2016 investment plan for raising the productivity of existing faculty includes Ph.D. fellowships, Pan-University Institutes, information technology and high performance computing, core equipment, seed funding, and the Research-Net.

Mr. Katsouleas' report ended with a review of the annual number of research awards received and proposals submitted from 2009 through 2016. These are indicators of future research activity. While awards began to increase in 2013, they were flat in 2016. The number of new proposals also began increasing in 2013. He explained that the current level of federal funding is where it was in 2009 and that the recent trend in NIH grants is away from large grants.

Pan-University Institutes and Research Report

Mr. Katsouleas reported that the Brain Institute will be the next Pan-University Institute. The University has existing strengths in this area. The goal of the institute is to move the University from prominence to preeminence in this area. It will involve four schools and eighty faculty, and will explore distinguishing areas of neuroscience research; share vital infrastructure, such as instrumentation, bioinformatics, and data analytics; and involve transdisciplinary research, collaborative projects, and shared trainees and students.

Committee comments focused on the need for additional research discussions drilling down on questions such as opportunities and issues by school, by big ideas, and by required campaign support systems, which will need to be different for each school and field. Thought should be given to foundation and corporate partnerships. Research should be linked to outcomes because corporate and foundation support is based on outcomes and not on publications.
The Vice Rector suggested that the University must identify the big ideas it is going to pursue over the next two hundred years to position the University to have an impact on the world community. He reported that there has been a lot of work done at the dean level and that there is a thematic umbrella the Board should hear. The Vice Rector proposed that the next committee meeting focus on the steps needed to execute a plan. The Rector proposed the formation of an ad hoc Committee on Research to bring different functions together to inform the Board.

Research Intelligence Tools for Faculty

Mr. Parrish explained current effort focused on enabling tools to help the faculty find significant grant opportunities and collaborators from across Grounds for team science. The University has been working with various vendors, and has tested two tools considered to be best in class. The University is also investigating the option of an internally developed tool. Faculty will be trained on some of the tools this summer and fall.

Report on the Honor System

Ms. Patricia Lampkin introduced Ms. Faith Lyons, the 2015-2016 Honor Chair, and Mr. Matt West, the Honor Chair for 2016-2017. Ms. Lyons said the three ballot referenda passed in the spring of 2015 set up the 2016 vote that provided students with the opportunity to express their opinion on the single sanction through a binding constitutional amendment. While the multiple sanction referenda did not pass during the February election, it came close. Student participation doubled from the previous year. In response to comments made during the preparations leading up to the election, the Honor Committee decided a formal evaluation of the honor system was needed and created an independent Honor Audit Commission.

Mr. West said the Honor Audit Commission will conduct a comprehensive review of the policies and procedures. Work will begin in the months ahead and will conclude in March 2018. The Commission's thirteen voting members will include students, faculty, alumni, and administrators. Ms. Fried and Ms. Willis will serve as Board of Visitors representatives.

Work on the 2016-2017 Honor Committee’s goals has already begun with the development of enhanced due process provisions and with the creation of a summer research internship program to enhance institutional knowledge. The committee will also conduct an internal investigation of the effectiveness of informed retraction and will continue to improve education and outreach to the University community.

Committee discussion focused on improved faculty engagement. Ms. Lampkin and Mr. Katsouleas were asked to work with the faculty on this issue. A concern was expressed about the impact of alcohol abuse on
sexual assault and the use of fake IDs to obtain alcohol. The Rector asked for a follow-up Honor Committee presentation.

Successful Women’s Golf, Men’s Tennis, and Men’s Basketball Seasons

Mr. Littlepage introduced Mr. Tony Bennett, Head Men’s Basketball Coach, Mr. Brian Boland, Head Men’s Tennis Coach, and Ms. Kim Lewellen, Head Women’s Golf Coach. All three coaches thanked the committee for supporting them, and stressed the importance of academics, the development of the total student athlete, and the unique culture of the University.

Committee discussion focused on the value and benefits of publicizing the leadership of the University’s coaches. The Athletics Department’s culture is a special brand that is consistent with the University’s culture. The focus on the Athletics Department in the capital campaign should be on its culture and values on a holistic basis rather than on a program-by-program basis.

Mr. Littlepage said the coaches are values-based and are interested in the development of the total student athlete. When they recruit, they do not talk about winning, but rather the process that leads to winning at a high level. The goal is to develop students as leaders who are willing to make individual sacrifices for the good of the overall program.

- - - - - - - - -

On motion, the meeting was adjourned at 10:20 a.m.

SGH:wtl
These minutes have been posted to the University of Virginia’s Board of Visitors website: http://www.virginia.edu/bov/educationalminutes.html