UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
MEETING OF THE
EDUCATIONAL POLICY
COMMITTEE
FEBRUARY 24, 2011
EDUCATIONAL POLICY COMMITTEE

Thursday, February 24, 2011
3:15 – 4:00 p.m.
Board Room, The Rotunda

Committee Members:
Glynn D. Key, Chair
Stewart H. Ackerly
Helen E. Dragas
Marvin W. Gilliam, Jr.
Sheila C. Johnson
Mark J. Kington
Randal J. Kirk
Austin Ligon
John O. Wynne, Ex Officio
Ann B. Hamric, Consulting Member

AGENDA

I. ACTION ITEM (Ms. Sullivan)
   • Establishment of the Arthur F. and Marian W. Stocker
     Professorship of Classics 1

II. REPORTS BY THE EXECUTIVE VICE PRESIDENT AND PROVOST (Dr. Garson)
   A. Technology Transfer (Dr. Garson to introduce Mr. Mark Crowell; Mr. Crowell to report) 3
   B. Graduate Restructuring (Dr. Garson to introduce Ms. Meredith Jung-En Woo; Ms. Woo to report) 4
   C. Commission on the Future of the University (Written Report) 6
   D. Faculty Senate Report (Dr. Garson to introduce Ms. Gweneth L. West; Ms. West to report) 14

III. EXECUTIVE SESSION (to take place in separate session)
   • Faculty Personnel Actions
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 24, 2011

COMMITTEE: Educational Policy

AGENDA ITEM: I. Establishment of the Arthur F. and Marian W. Stocker Professorship of Classics

BACKGROUND: Arthur F. Stocker, through his estate, has provided a generous gift to the College Foundation to create the Arthur F. and Marian W. Stocker Professorship of Classics. The professorship funds will be used to augment the salary of a member of the Department of Classics.

Arthur F. Stocker joined the faculty of the University of Virginia in 1946, teaching Latin to both graduate and undergraduate students. Mr. Stocker served as chair of the Department of Classics from 1955 to 1963 and 1968 to 1978. He retired in 1984 after 38 years of service to the University.

Arthur Stocker took a B.A. in Classics from Williams College and a Ph.D. from Harvard University. He wrote his Ph.D. dissertation on the manuscripts of Servius, a fourth century commentator on Vergil. He was renowned for his ability to compose Ciceronian Latin, and for many years he wrote the annual Latin ovationes awarded by the Classical Association of the Middle West and South (CAMWS). Beyond his work at the University, he is best known for his promotion of Latin at all levels through CAMWS and the Classical Association of Virginia, for both of which he served as president.

Mr. Stocker married Marian West in 1968 and together they entertained students, colleagues and others in their home in Charlottesville. At the time of his retirement, Mr. Stocker’s friends, students, and colleagues honored him by creating the annual Stocker Lectureship, which has brought a distinguished lecturer to the University every Spring since 1985. Mrs. Stocker passed away in 1997 and Mr. Stocker on January 13, 2010. They will be remembered as wonderful, generous, and delightful members of the University community.

DISCUSSION: The President will propose the establishment of the Arthur F. and Marian W. Stocker Professorship of Classics.
ACTION REQUIRED: Approval by the Educational Policy Committee and by the Board of Visitors

APPROVAL TO ESTABLISH THE ARTHUR F. AND MARIAN W. STOCKER PROFESSORSHIP OF CLASSICS

WHEREAS, Arthur F. Stocker took a B.A. in Classics from Williams College and a Ph.D. from Harvard University; and

WHEREAS, Mr. Stocker taught Latin at the University for 38 years, serving twice as chair of the Department of Classics, from 1955 to 1963, and 1968 to 1978; and

WHEREAS, upon his retirement in 1984, Mr. Stocker’s friends, students, and colleagues endowed an annual lectureship, the Stocker Lectureship, which brings a distinguished colleague as the Stocker Lecturer every Spring; and

WHEREAS, Arthur Stocker was very active in organizations that promoted the study of Latin including the Classical Association of the Middle West and South, and the Classical Association of Virginia; and

WHEREAS, Arthur and Marian Stocker were active in the community and are remembered for their warm hospitality, generosity, and delightful company; and

WHEREAS, Arthur Stocker established a professorship of Classics during his lifetime which was funded through his estate;

RESOLVED, the Board of Visitors establishes the Arthur F. and Marian W. Stocker Professorship of Classics, to be held in the College Foundation for the benefit of the Department of Classics in the College and Graduate School of Arts & Sciences; and

RESOLVED FURTHER, the Board regrets the passing of Arthur F. Stocker, a good friend and colleague of many at the University.
DISCUSSION: Dr. Garson will introduce Mr. Mark Crowell, Executive Director for Innovation Partnerships & Commercialization. Mr. Crowell will present his plans for accelerating culture change and positive results in the University's approach to innovation partnerships, commercialization, and entrepreneurship. He will illustrate that many of the elements needed for success are already in place – a multidisciplinary research base, nationally "best-in-class" translational research and innovation initiatives, visionary leadership, engaged alumni and university friends supportive of innovation efforts, interest and enthusiasm from the corporate and venture capital communities, and a tradition and a brand that suggest that UVa's rightful place is among universities that are the top performers in innovation and knowledge transfer.

Mr. Crowell will highlight recent examples of growing success and interest in innovation, commercialization and entrepreneurship across the University, while acknowledging those areas of UVa's innovation ecosystem (including the UVa Patent Foundation) where he is already generating success in creating a new "open-for-business" model for innovation.

Mr. Crowell will also connect success in the innovation and commercialization agenda to the ability to compete for research funding, to recruit and retain the best faculty and graduate students, to attract corporate partners willing to engage with UVa across many "touch points", and to meet the commitment to leverage the value and impact of UVa's knowledge assets in ways which affect the public good. Finally, Mr. Crowell will close by emphasizing his view of the strategic and symbolic importance of "place" in ensuring that innovation and entrepreneurship are infused throughout the University, and will note the value and impact that he believes could be achieved via a physical embodiment of an "Innovation Center" at UVa.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 24, 2011
COMMITTEE: Educational Policy
AGENDA ITEM: II.B. Graduate Restructuring

ACTION REQUIRED: None

DISCUSSION: Dr. Garson to introduce Ms. Meredith J. Woo, Dean of the College and Graduate School of Arts & Sciences. Ms. Woo will present the plan for restructuring and reallocating graduate student fellowships. She will discuss the rationale for restructuring, and will outline goals, timeline, and intended outcomes for restructuring.

BACKGROUND: First-rate graduate students are critically important for the academic excellence of the College, and by extension, the University of Virginia. They also are vital to maintaining excellence in the undergraduate experience.

But it is also true that the graduate program, as a whole, has been in distress for some time. During the past year and a half the dean’s office has re-assessed each doctoral program and is restructuring it for improved performance.

The analysis relied on the three most basic metrics of graduate program success: 1) the academic qualifications of students being recruited; 2) Ph.D. completion rates; and 3) placement of graduates in positions at the strongest academic institutions. The College has moved first to examine programs in the humanities and social sciences, and is nearing completion of reallocating fellowship resources. Restructuring planning in the science disciplines will commence shortly. Changes will be phased in beginning with the 2012-13 academic year.

This restructuring is the most comprehensive examination of graduate training and resource allocation for fellowships in recent memory. The allocation of financial aid in the graduate program which has been opaque, inconsistent, and illogical is now being streamlined. Its principal purpose—to improve the quality of graduate programs by enhancing financial aid and fellowship offerings—is accomplished through a modest reduction in the number of entering doctoral
students, raising fellowships to competitive levels and through differential distribution of resources among programs according to their performance. After the restructuring is implemented, nearly every department will find that their fellowship packages are improved, and all have their packages guaranteed for five years.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 24, 2011

COMMITTEE: Educational Policy

AGENDA ITEM: II.C. Commission on the Future of the University (Written Report)

ACTION REQUIRED: None

BACKGROUND: Faculty, students, and staff collaborated during the spring of 2007 under the name of the Commission on the Future of the University. Their charge was to recommend strategic directions for the University over a decade. Commission co-chairs presented six initiatives to the Board of Visitors which were designed and are intended to further distinguish the University of Virginia with regard to the student experience, international programs, and science, research, and technology.

The Board of Visitors adopted a resolution in February 2009 in support of six Commission initiatives: the Jefferson Public Citizens program; faculty advancement; the Center for Advanced Study of Teaching and Learning in Higher Education; the Center for Computation-Intense Research and Scholarship; international programs/global education; and science, research, and technology. As requested by the Board, Dr. Garson submitted the first annual report of progress towards Commission goals at the November 2009 Board meeting.

The second annual report is included for review by the Board.

DISCUSSION: A written report of Commission activities over the last calendar year was distributed to Members of the Board for their review. Provost Garson will answer questions regarding the report, if necessary. The committee agenda does not include a presentation of the written materials.
The Commission on the Future of the University presented six initiatives to the Board of Visitors in the fall of 2008 with the intention of "further distinguishing the University of Virginia." The Board passed a resolution in February 2009 in support of six Commission initiatives: the Jefferson Public Citizens program; faculty advancement and student affairs; the Center for Advanced Study of Teaching and Learning in Higher Education; the Center for Computation-Intense Research and Scholarship; international programs/global education; and science, research, and technology. As requested by the Board, Provost Garson reported progress toward Commission goals at the November 2009 Board meeting. The following pages comprise the second annual report of the Commission on the Future of the University.

Commission source documents, membership list, and other materials are posted at http://www.virginia.edu/planningdocuments/commission/.

Initiative Reports

Jefferson Public Citizens (JPC)

- In 2009-10, the Jefferson Public Citizens (JPC) program saw its inaugural student groups complete the program and its second group of students receive grants to complete projects during the 2010-11 academic year. To date, JPC has also received $170,000 in donor gifts.

- In 2009-10 the JPC program introduced four new JPC Common Courses into the academic curriculum which enrolled 192 students. The most popular of these was a cross-disciplinary course taught by professors White (Commerce), Marshall (Engineering), and Crisman (Architecture) in which students considered themes, issues, and definitions of sustainability. In total 1,622 students have enrolled in these courses which prepare students for JPC projects.
In total 176 undergraduate and graduate students have been engaged over the past 2 years in JPC projects which integrate classroom learning, undergraduate research and community engagement.

All students presented the outcomes of their work to a team of judges and a prize was awarded. The first prize was awarded to undergraduate students Jena McDaniel, Hilary Koch, Jennifer Peterson, and Melina Franzel who partnered with the Alzheimer’s Association of Central and Western Virginia, and developed a new approach to improving recall in Alzheimer's patients with progressive memory loss. After the JPC project, the families of the patients reported improved communication with their loved ones and families.

This past summer JPC students Christiana White, Lily Bowles, Gordon Carver, Forrest Compton, Alex Eschenroeder, and Mary Van Meter traveled with Provost Garson to Hohhot, Inner Mongolia and worked for three weeks alongside doctors and patients at the Inner Mongolia Medical College. The group gathered baseline healthcare data and developed a methodology for assessing the new Grand-Aides healthcare initiative for the region.

Academic Leadership

Institute for Faculty Advancement (IFA) programs provide participants with concrete resources, access to expertise, and experiential learning opportunities focused on a variety of topics including teambuilding, negotiation, managing change, strategic decision making, financial management, developing successful networks, and finding life balance in a dynamic and growing career.

In Academic Year 2009-2010, the Institute for Faculty Advancement (IFA) increased the number of faculty involved in their programs, from 55 in year one to 118 in year two.

Programs are reaching their intended audience: 1) over 50% of all department chairs and 20 senior administrators have participated in IFA programs & workshops; 2) Leadership in Academic Matters (LAM) participants include 16 individuals from under-represented groups and represent nine schools/units.
Evaluation & Assessment: Program and workshop participant ratings are positive across all measures. Participants indicated a shared sense of community; peer-to-peer mentoring; as well as greater organizational understanding and connection between faculty, administrative leaders, and the University.

Student Affairs

A critical project in meeting our community engagement objectives is to provide an on-line system by which students can easily access information about available public service initiatives. A platform for tracking student involvement for integration with the Jefferson Public Citizens Program (JPC)—called @UVA—has been implemented and training efforts targeting select student groups (e.g., Resident Staff, Peer Career Counselors) use of the system is being implemented throughout the Division.

Services for transfer and AccessUVA students were expanded significantly. An Associate Dean position with primary focus on transfers and AccessUVA students was created in summer of 2009 to provide one-on-one guidance and support to students in these cohorts for both academic and personal issues. A new transfer residential program was established to provide new transfer students with a supportive and engaging residential experience.

Center for the Advanced Study of Teaching and Learning (CASTL)

The Center for Advanced Study of Teaching and Learning employs evidence-based evaluation to create objective assessments of student competencies, measure the quality and effectiveness of teaching, and propose innovative models for improvement of teaching.

Over the last year, Center personnel compiled an inventory of assessment tools and methods used in all academic units and at all levels of the university to assess teaching and impacts of teaching. This "baseline" compilation will serve as the basis for the next step in this initiative which will involve collection of data based on these tools and methods and systematic evaluation.
Karen Inkelas, PhD has been hired as the director of the initiative. Prior to her UVa appointment, Ms. Inkelas was an Associate Professor and Program Director of the College Student Personnel Program, Department of Counseling & Personnel Services at the University of Maryland. Ms. Inkelas is the Principal Investigator for the National Study of Living-Learning Programs (NSLLP), which was awarded two grants from the National Science Foundation to study the role of living-learning programs in facilitating the success of women in science, technology, engineering, and mathematics (STEM) majors.

President Sullivan’s inauguration will feature an academic conference that will contemplate state of the art practices in using evidence to improve teaching and learning in higher education. This conference is a major event to showcase UVa’s leadership on this issue nationally and to bring together faculty and students from all units of the university who are involved in evidence-driven work to improve teaching.

Center for Computation-Intense Research and Scholarship

The Center for Computation-Intense Research and Scholarship facilitates collaboration among faculty, students, and technically-oriented staff who are fluent in the methods of computationally-intense inquiry. The center’s purpose is to more broadly diffuse computation-intense methods throughout the University, and to make sure that new and existing infrastructure commitments align with the needs of our scientists and scholars.

Since 2008, approximately 90 research projects have been supported directly by this initiative and grant-seeking activity has increased among participants. One example: Professor Jason Lawrence (Computer Science) is a lead researcher on an NSF-funded project that is investigating a radically different approach to image processing tasks. Before bringing his project and needs to the Center, he was struggling to find resources adequate for his research. The Center helped his research group identify computing resources available through the TeraGrid infrastructure and apply successfully for a startup allocation on the Ranger computer at the Texas Advanced
Computing Center (200,000 cpu hours, or 25 cpu years). In the words of Mr. Lawrence, "this resource has proven to be an enabling technology that has carried our work from the proverbial drawing board to reality. At the current date, we have successfully performed nearest neighbors queries over on trillion training patches in approximately 80 minutes using 4,096 processing cores. The same feat would require roughly 228 days of processing on a single computer!"

- More than 350 faculty and staff and 850 students are using new digital tools provisioned through this initiative. Tools include WordPress for rich website development, Confluence for collaborative document creation and editing, Kaltura for video and rich media editing and management, and NowComment for text annotation and commentary.

- High performance computing capacity has increased three-fold and the storage services available to researchers have increased ten-fold under this initiative.

- When asked to formally review the initiative, the presidentially-appointed University Committee on Information Technology (UCIT) unanimously and enthusiastically endorsed the Center based on the accomplishments so far and the longer term goals of culture change around digital engagement and scholarship (October, 2010).

Science, Technology, and Research

- Vice President for Research (VPR) is partnering with the schools to enhance research excellence in these three multidisciplinary areas chosen at a university-wide retreat: sustainability; innovation; and systems bioscience and bioengineering. Research awards overall at UVa reached a historic high level in 2010 at $375M.

- UVa Chesapeake Bay watershed simulation game: Over the past year, we enhanced the "UVa Bay Game" watershed simulation. This pan-university project now involves 8 schools, 20 faculty and over 3,000 UVa students and outside partners from around the world.
  - The UVa Bay Game is the basis for a planned major sustainability gift to UVa in 2011.
• Open Grounds Initiative: Founding Director Bill Sherman, a faculty member in Architecture and national award-winning architect, is leading the development of the OpenGrounds multidisciplinary collaboration program.
  o This program will act as a focal point for the confluence of architecture, design, technology, engineering, business, biology, physical sciences, ethics, arts, social sciences, and humanities.

• Organized and led the 2nd UVa Venture Summit to showcase the creative vision of UVa’s most innovative researchers and entrepreneurs to the venture capital community.
  o Brought $10 billion in capital under active management to grounds in 2010.
  o 100% of UVa-derived start-up companies showcased at the event were capitalized at a total of $22M in private funding within 12 months of events.

• VPR hired the University’s first Executive Director of Innovation Partnerships and Commercialization, Mark Crowell, from Scripps Research Institute in La Jolla, CA where he was V.P. for Business Development.
  o Implementing new technology transfer operations to leverage our capacity to enhance the innovation ecosystem at the University.
  o The VPR office co-wrote the language for the Virginia Governor’s 2011 proposal for a $25M state fund for science/technology start-up packages at state universities and gap funding for proof-of-concept research leading to new venture creation.

• VPR office supported the achievement of a $10M endowment by the Coulter Foundation for translational research in biomedical engineering at UVa.
  o The initial five year investment of $5M in proof-of-concept projects produced a 6-1 return on investment (ROI) in follow-on funding, and 42-1 ROI for the top 10% of portfolio projects.
  o Projects included seed funding for four new start-up companies in Charlottesville that have been capitalized at $8M in private investment.
International Outreach and Enrichment

- New program efforts have originated from the University Center for International Studies, the Ambassadors Series, and support from the VPIP to various groups.

- Grants to encourage growth of international programs were offered to all schools and the special collections library. Grants funded by the University Center for International Studies have been used to develop new curricula, new education-abroad programs, host distinguished visiting fellows, and provide international travel and research opportunities to faculty and staff.

- This year launched the International Newsletter and the International web portal. Both inform and serve the needs of students, faculty, staff, parents, and anyone interested in globalization efforts at UVa. The University Center for International Studies website was brought online to publicize research, grants, collaboration, and other opportunities as they pertain to the international arena.

- In addition to our long standing agreements with universities abroad, we now include among many new agreements with top universities among them Beijing Institute of Technology, Shanghai Jiao Tong University, Peking University, Hong Kong University of Science and Technology, the American University of the Emirates, Humboldt University, the University of Amsterdam, and on the horizon, the University of Bologna.

- The Education Abroad Outcomes Assessment Task Force issued its final report in which targeted education abroad outcomes are identified along with strategies and tools to assess them. Standards for the development and evaluation of study abroad programs are also identified, and a plan for implementation is provided. Data collection was initiated in J-Term 2011.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: February 24, 2011

COMMITTEE: Educational Policy

AGENDA ITEM: II.D. Faculty Senate

ACTION REQUIRED: None

DISCUSSION: Dr. Garson will introduce Ms. Gweneth L. West, Chair of the Faculty Senate. Ms. West will give a brief report on the Faculty’s Senate accomplishments and activities during the Fall semester.