Ideas not included in the strategic plan prospectus

Organizational
1. Create an on-line division of UVA with a limited number of majors available. Develop an on-line fee to cover the cost of servers and technicians, and also offer a discount for the services students do not use (e.g., transportation, health, etc.)
2. Merge the McIntire and Darden Schools
3. Create an undergraduate college to which all undergraduates are admitted; eliminate direct admission to Nursing, Architecture, Engineering, and Kinesiology
4. Create a talent database to inventory interests, backgrounds and areas of research of faculty, staff, students, and possibly alumni
5. Create a common academic calendar across all schools
6. Create virtual business divisions (without changing the actual organization structure) that link all people working in a particular area with oversight assigned to a senior university administrator. This would make central decision makers more aware of activities across schools, facilitates more effective communication internally, and increases opportunities for cost sharing and best practices and elimination of duplicate efforts.
7. Open a satellite campus in Dubai
8. Share departments and degrees between schools

New programs
9. Create an interdisciplinary curriculum in the practical imagination
10. Establish UVA as the model university for the practice of preservation and sustainability writ large (architectural, environmental, cultural heritage, data, digital, and more). Create interdisciplinary graduates with a certificate or MA in preservation.
11. Establish a semester in Washington program that is based on the model used by semester at sea and semester abroad programs
12. Develop a collaborative new Master’s Program in Clinical Nutrition between the Health System and the School of Continuing and Professional Studies
13. Create a master’s degree program in global sustainability
14. Develop a course (or courses) to teach the special methods of various disciplines
15. Develop one-year certificate programs (as an alternate to traditional master degree programs) that provide students with expertise and credential needed to be competitive in the workplace.
16. Create online masters degrees for international professionals: Master of International Relations, Master of International Commerce, etc. This would provide budgetary relief by charging for the online degree program, and increase the University’s brand outside the United States (a metric on which we are sorely lacking). Providing these online degrees would create a large number of international alumni in the professional ranks, and thereby vastly increase our name recognition, by trading on our greatest strengths.
17. Create an alternative energy program
18. Develop courses on local food and agritourism, covering the start to finish process of establishing a local agribusiness and marketing your products
19. Send students and faculty globally in a Jefferson-inspired fashion to learn from world experts and return their knowledge to a repository in Albemarle County.

Centers and Institutes
20. Hire faculty into a central advanced scholarship group with later assimilation into departmental structures as appropriate with its own P&T process and
21. Create a university-wide life sciences group
22. Create a set of trans-school “institutes” that align with strategic resource needs and hire faculty into the institutes which would result in creation of new curricula
23. Create university-wide teams to address major global challenges
24. Create a center for creativity that would foster networks of collaboration across disciplines, including the arts, technology, science, economics, finance, business, and other fields that engage creative thinking and practice: medicine, business, computer engineering, sustainability studies, and more.
25. Merge the center for contemplative studies with the athletic department
26. Create a synergy center with designated facilitators to encourage cross-school and interdisciplinary activities

Research
27. Consolidate and prioritize digital humanities institutionally in order to continue to reinvent humanities scholarship and practice
28. Develop a system and funding mechanism to greatly increase post-doc opportunities outside of the hard sciences into the social sciences and liberal arts disciplines.
29. Create a UVA competitive prizes fund to facilitate students’, graduates’ and other donors’ earmarking their donations to support contest participants who are based at, or are actively involved with UVA. The funds would be directed to make UVA more competitive in securing government-funded competitive prizes for high tech. breakthroughs
30. Issue a study on the surveillance and protection of school children
31. Issue a joint study by the medical, business and law schools to investigate changing the medical system from a free-market model to a utility “plug in for only what you need” model

Centralization
32. Centralize the annual fund
33. Consolidate those university foundations that are similar in scope
34. Centralize accounting and development offices to achieve enhanced internal communication and planning

Institutional Partnerships
35. Work with other state of Virginia colleges and universities to identify common courses, collaborative research and service initiatives and back office needs.
36. Work more closely with William & Mary and Virginia Tech and eliminate all duplicate degrees among the three institutions.

Personnel policies
37. Develop a series of “badges” for faculty members who demonstrate proficiency in certain types of instructional technology. Reward these badges with a one-time bonus or with a small increment to permanent salary.
38. Redesign the tenure process to accommodate faculty interest in teaching and research
39. Cap salaries of faculty and staff at a pre-determined level
40. Mentoring, career development and job shadow programs for University staff
41. Offer same -sex partner/spouse benefits

Finance
42. Create a single, centrally managed and funded AccessUVA endowment by “taxing” a certain percentage of every gift made to the University. This would free up the unrestricted funds currently being allocated to AccessUVA for future allocation to support academic programs.
43. Lease UVA property to the city as a facility to use for botanical garden propagation, education and research.
44. Refinance all outstanding bonds in order to save millions in current debt service by taking advantage of low interest rates.
45. Issue a $65 million bond to recruit talented faculty
46. Use the University’s considerable borrowing power to invest now in areas that will potentially produce a revenue stream, such as the indirect costs of federal research. Be willing to accept a lower bond rating in return.
47. Lease the rights to operate the University’s parking garages and surface parking lots to an outside contractor, and let that contractor set the fees for staff and faculty to park.

Relationship with Commonwealth
48. Privatize UVA to make the University more attractive to the top faculty, increase admissions competition for Virginians, and free the University from the in-state/out-of-state student ratio requirement.
49. Redefine the University’s public responsibility to include providing government services in exchange for explicit financial support. This also provides students with more hands-on learning experiences. For example, the Architecture school could partner with a local government to manage urban planning, Department of Environmental sciences could partner with Commonwealth to manage environmental entities or initiatives.
50. Start charging in-state parents dramatically more. Use this new revenue from in-state families to hold down the tuition and costs for out-of-state students.

Alumni
51. Invite all alumni indicted in the real estate and banking collapse to lead a discussion of what went wrong and how future financial collapses can be prevented.
Curriculum
52. Require all students in the second semester of their junior year write an essay on a topic chosen each year on the relationship between that topic and their major discipline.
53. Require all entering students to read the same book and hold small group discussions about the book during the first week of classes.
54. Require all entering students to take one signature course in common. This course would be required regardless of curriculum.

Student experience
1. Require every student to work for the University for ten hours a week as a condition of enrollment, even if not paid.
2. Require all students to live on-Grounds for at least two years.

Class size
1. Create more opportunities for seminar and smaller pedagogical settings
2. No live lecture classes with more than 75 students
3. Hold more core classes on evenings and weekends to better serve the adult learner community