UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
MEETING OF THE
EDUCATIONAL POLICY
COMMITTEE
NOVEMBER 14, 2013
EDUCATIONAL POLICY COMMITTEE

Thursday, November 14, 2013
1:30 – 2:30 p.m.
President’s Reception Room, The Rotunda

Committee Members:
Stephen P. Long, M.D., Chair  Bobbie G. Kilberg
Frank B. Atkinson         Edward D. Miller, M.D.
Allison Cryor DiNardo     Linwood H. Rose
Marvin W. Gilliam Jr.     Blake E. Blaze
Victoria D. Harker        George Keith Martin, Ex-officio
                          George M. Cohen, Faculty Consulting
                          Member

AGENDA

I. OPENING REMARKS (Dr. Long)  1

II. ACTION ITEM
   • Approval of Modification of Mission Statement  2
     (Dr. Long to introduce Dr. Christopher P. 
     Holstege; Dr. Holstege to report)

III. REPORTS BY THE EXECUTIVE VICE PRESIDENT AND 
     PROVOST (Dr. Long to introduce Ms. Maurie D. 
     McInnis; Ms. McInnis to report)
   A. Global Strategies for the University of 
      Virginia (Ms. McInnis to introduce Mr. Jeffrey 
      W. Legro and Ms. Rachel M. Schwartz; Mr. Legro 
      and Ms. Schwartz to report)  6
   B. Why the Arts Matter, and Why They Should 
      Continue to be an Important Part of the 
      Residential Experience (Ms. McInnis to 
      introduce Mr. Jody K. Kielbasa and Ms. 
      Stephanie D. LeBolt; Mr. Kielbasa and Ms. 
      LeBolt to report)  9

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

BOARD MEETING: November 14, 2013

COMMITTEE: Educational Policy

AGENDA ITEM: I. Opening Remarks by Committee Chair

ACTION REQUIRED: None

BACKGROUND: Dr. Long will provide an overview of the committee agenda.
BOARD MEETING: November 14, 2013

COMMITTEE: Educational Policy

AGENDA ITEM: II. Approval of Modification of Mission Statement

BACKGROUND: On September 3, 2012, the co-chairs of the Board of Visitors’ Special Committee on Strategic Planning asked President Sullivan to undertake developing a strategic plan for the University, and “examine and, if appropriate, refine our mission.” Periodic review and approval of the mission statement also is required by the Southern Association of Colleges and Schools Commission on Colleges, the University’s accrediting body.

The University’s current mission statement (also referred to as the Statement of Purpose and Goals) was developed by the Faculty Senate and approved by the Board of Visitors in 1985. It reads as follows:

Purpose
The central purpose of the University of Virginia is to enrich the mind by stimulating and sustaining a spirit of free inquiry directed to understanding the nature of the universe and the role of mankind in it. Activities designed to quicken, discipline, and enlarge the intellectual and creative capacities, as well as the aesthetic and ethical awareness, of the members of the University and to record, preserve, and disseminate the results of intellectual discovery and creative endeavor serve this purpose. In fulfilling it, the University places the highest priority on achieving eminence as a center of higher learning.

Goals
The University of Virginia seeks to achieve its central purpose through the pursuit of the following specific goals:

1. To offer instruction of the highest quality to undergraduates from all walks of life, not only by transmitting established knowledge and skills,
but by fostering in students the habits of mind and character required to develop a generous receptivity to new ideas, from whatever source; a disposition for applying the most rigorous criticism to all ideas and institutions, whether old or new; an ability to test hypotheses and re-interpret human experience; and a desire to engage in a lifetime of learning.

2. To sustain liberal education as the central intellectual concern of the University, not only in the curricula of the College of Arts and Sciences, but also as a foundation for the professional undergraduate programs.

3. To educate men and women for the professions in certain undergraduate and in graduate programs leading to degrees in the School of Architecture, Business Administration, Commerce, Education, Engineering and Applied Science, Law, Medicine, and Nursing.

4. To lead in the advancement and application of knowledge through graduate study and research and to disseminate the results among scholars and the general public.

5. To attract and retain eminent faculty in order to provide the highest quality of instruction and leadership in research.

6. To seek the ablest and most promising students, within the Commonwealth and without; and, in keeping with the intentions of Thomas Jefferson, to attend to their total development and well-being; and to provide appropriate intellectual, athletic, and social programs.

7. To strive for diversity in the student body and in the faculty and to promote international exchange of scholars and students.

8. To provide for students and faculty an atmosphere conducive to fellowship and understanding and to their constructive participation in the affairs of the University and the community at large.
9. To expand educational opportunities for persons with special challenges such as minority status, physical disability, ethnic heritage, or insufficient financial resources.

10. To engage in research in the medical sciences and to provide innovative leadership in health care and medical services in the local community, the Commonwealth, and the nation.

11. To offer to the local community, the Commonwealth of Virginia, and the nation the various kinds of public service and intellectual and cultural activities which are consonant with the purposes of the University.

12. To provide continuing education programs of the highest quality to the Commonwealth and the nation.

13. To cooperate with and assist other colleges, educational institutions, and agencies, especially in the Commonwealth of Virginia, by making available to them the facilities of the University and the experience and counsel of its members so as to contribute to education in the Commonwealth and beyond.

14. To establish new programs, schools, and degrees, and to undertake such research as the needs of the Commonwealth of Virginia and the nation may require.

The President asked the Faculty Senate to review the University's current mission statement and propose any modifications. The Faculty Senate Executive Committee undertook a review of the current mission statement and proposed a modification of the current mission statement to the full Faculty Senate for consideration. The Faculty Senate approved the proposed modified mission statement on May 15, 2013. A friendly amendment added the word "respect" to the mission statement, which was accepted by the Faculty Senate on October 22, 2013.

ACTION REQUIRED: Approval by the Educational Policy Committee and by the Board of Visitors
WHEREAS, in September 2012, the Board of Visitors charged the President to “examine and, if appropriate, refine our mission” as part of the strategic planning process; and

WHEREAS, the University’s accrediting body, Southern Association of Colleges and Schools Commission on Colleges, requires that an institution’s mission statement be periodically reviewed, and the University’s existing Statement of Purpose and Goals was last modified by the Faculty Senate in March 1985 and approved by the Board of Visitors in May 1985; and

WHEREAS, on May 15, 2013, the Faculty Senate offered suggested language to the Board of Visitors;

RESOLVED, the Board of Visitors considered the Faculty Senate recommendations and approves the following mission statement:

The University of Virginia is a public institution of higher learning guided by a founding vision of discovery, innovation, and development of the full potential of talented students from all walks of life. It serves the Commonwealth of Virginia, the nation, and the world by developing responsible citizen leaders and professionals; advancing, preserving, and disseminating knowledge; and providing world-class patient care.

We are defined by:

- Our enduring commitment to a vibrant and unique residential learning environment marked by the free and collegial exchange of ideas;

- Our unwavering support of a collaborative, diverse community bound together by distinctive foundational values of honor, integrity, trust, and respect;

- Our universal dedication to excellence and affordable access.

RESOLVED FURTHER, this modified mission statement, subject to approval by the State Council of Higher Education for Virginia (SCHEV), shall become effective 30 days after adjournment of the 2014 session of the General Assembly.
BACKGROUND: The world is pressing in and the University must respond. To meet this need, “Strategy 7: Global Experiences” of the Cornerstone Plan aims to prepare our students, faculty, and the Commonwealth to meet the challenges and opportunities of an interconnected world.

DISCUSSION: Jeffrey W. Legro is Taylor Professor of Politics and Vice Provost for Global Affairs. A specialist in international relations, he has taught at the University of Virginia for 16 years. He served as chair of the Department of Politics and is a co-founder of the Governing America in a Global Era Program at the Miller Center of Public Affairs. Mr. Legro is the author or editor of four books and numerous articles. He is past president of the American Political Science Association’s International History and Politics section and has held Fulbright Professorships in China and India.

Rachel Schwartz is a third year Biology and Foreign Affairs double major in the College of Arts and Sciences. During summer 2013 she participated in an internship at the International Institute for Counterterrorism in Israel conducting research on Syria and its chemical and biological weapons. Her research culminated in a report that was published by the institute and was used as the foundation for an institute-wide report evaluating the threat of the proliferation of Syrian chemical weapons to local and regional terrorist organizations. The final report was distributed at the institute's annual conference, the World Summit on Counterterrorism.

The University of Virginia’s global strategy is articulated in the Cornerstone Plan’s Strategy 7: Global Experiences under “Pillar 3: Student Experience.” Strategy 7’s activities, however, affect all the pillars: building the University’s global capacity is critical for students, faculty, for alumni, and for the University’s mission in support of the Commonwealth.
Students’ lives will be global. Employer surveys put strategic international understanding and cross-cultural experience among the top four valued employee traits. Studies show that students who engage in deep cross-cultural experiences develop significantly more in creativity and complex thinking than those who do not. Alumni similarly benefit from a University that has a global presence and reputation, that has institutional links in the countries they work in, and that provides opportunities for continuing education and networking across the world.

Global capacity is also important for faculty who increasingly work with collaborators from other countries. The nature of research funding is changing as well: less funding is available within the United States; foreign governments and organizations are now offering more grants open to international recipients. As in Jefferson’s day when over half of the new U.Va. faculty was foreign, the pool of talent for the best faculty will be increasingly global.

Finally, a global strategy directly serves Virginia’s mission as a public University that provides human talent and knowledge to sustain the Commonwealth. Virginia must operate across national boundaries. A 2013 U.S. Department of Commerce report concluded, “Exports support jobs for Virginia’s workers...Exports sustain thousands of Virginia businesses...Foreign investment creates jobs in Virginia...Virginia depends on world markets.” U.Va. provides the leaders and knowledge that sustain the Commonwealth’s successful international engagement.

Our global approach features four initiatives in key areas that reinforce one another, cumulatively reshaping the capacity of the University. The first involves curriculum on Grounds and the creation of a cross-school Global Studies B.A. major. The aim of this major is to foster creative thinking about complex global challenges by drawing on the substantive knowledge of multiple disciplines and by equipping students with analytic tools, language expertise, and cross-cultural insight essential to success in the global arena.

A second initiative is a new Center for Global Inquiry and Innovation (CGI2) that will serve as a focal point for faculty and students advancing new global research through a multi-disciplinary approach spanning the University’s schools. CGI2 will promote global research programs that are areas of
excellence showcasing the University’s strengths, thereby raising U.Va.’s profile on the national and international stage.

A third initiative involves increasing the breadth and depth of U.Va. student global exposure through an international internship program and new study abroad options. A Global Internship Program will provide students with the necessary foundation for becoming successful participants in a world that needs the type of citizen-scholar that U.Va. produces.

A final initiative will place a U.Va. representative/office in regions of comparative strength and emerging importance to create synergies among University activities abroad. While this model may prove appropriate in several locations, the University has decided to start in a key area of importance and activity: China.

Following Jefferson’s example, these initiatives will advance the University as a leader in promoting the exchange of ideas and the pursuit of discovery among nations and peoples.
UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: November 14, 2013

COMMITTEE: Educational Policy

AGENDA ITEM: III.B. Why the Arts Matter, and Why They Should Continue to be an Important Part of the Residential Experience

ACTION REQUIRED: None

BACKGROUND: The Vice Provost for the Arts is responsible for advising the Executive Vice President and Provost on matters related to the arts, working with the Arts Advisory Committee on University arts planning initiatives, participating in arts-centered fundraising initiatives, and initiating and coordinating cross-disciplinary collaborations for the arts at the University.

The Vice Provost for the Arts will be instrumental in aiding the implementation of the University’s strategic plan as it pertains to the arts, a key component of Pillars 2 and 3. The arts faculty will strengthen the University’s capacity to advance knowledge and serve the public through research, scholarship, creative arts, and innovation by fostering pan-university research and enhancing institution-wide infrastructure and services for research and scholarship. The arts also enhance Pillar 3 as student participation in the arts delivers new levels of student engagement and helps to extend our unique residential experience by connecting students with faculty, the community, and the world.

DISCUSSION: Jody Kielbasa is the Vice Provost for the Arts and the Director of the Virginia Film Festival. Since his appointment as Vice Provost in January, Mr. Kielbasa has worked to rebrand and strengthen the Arts at U.Va. He introduced the President’s Speaker Series for the Arts (with Tina Fey as the inaugural speaker), launched the Arts Trust (an advisory board formed to establish an endowment for the arts), and clearly delineated the Betsy and John Casteen Arts Grounds with banners highlighting the new U.Va. arts logo. In his four years as Director of the Virginia Film Festival, Mr. Kielbasa has overseen a remarkable period of growth for the Virginia Film Festival that has seen attendance increase from 11,200 in the year prior to his arrival to a record-setting 27,299 in 2012.
Under his leadership, the Virginia Film Festival has become one of the nation's premier regional festivals. Prior to his work at the University, Mr. Kielbasa founded and spent 10 years leading the Sarasota Film Festival, spent a decade in Los Angeles as a professional actor, and founded the award-winning Tamarind Theatre in Hollywood, California.

Stephanie LeBolt (College '14) is involved with many areas of the Arts on Grounds, particularly the student-run theatre. She is currently directing a production of Lungs with Reckless Theater Company, is the artistic director of Spectrum Theatre and the founder of the Breaking Grounds Reading Series. She is the co-chair of the Student Council Student Arts Committee, and is the arts administration department representative for College Council. In 2012-2013, she directed First Year Player's The Mystery of Edwin Drood, worked on the Drama Arts Board residency, and interned abroad at a London fringe theatre. During 2011-2012, she was an intern with the Virginia Film Festival (focused on community outreach), helped with the organization, marketing, and documentation of the Bill T. Jones residency, choreographed for Spectrum Theatre's performance of Avenue Q, and organized the Career and Internship Fair for the 2012 Arts Madness Week. Stephanie is an Arts Administration major, focusing on drama and media studies.

The impact of the arts on the lives of our students is immeasurable, and must remain an important part of the residential experience at the University. Every student who graduates from the University should have a meaningful experience with the arts whether through a class, a student-run organization, an event, or a University-sponsored program. The arts define who we are as a people and what we represent to the rest of the world. The impact of the arts is particularly important here at the University, dating all the way back to Thomas Jefferson, who ardently and famously advocated for the value of culture for students.

Our students are future leaders, and it is they who will be asked to serve on the boards of cultural institutions across our nation. We must prepare them to be peerless stewards of the arts. Exposure to the arts will make our students better leaders, citizens, and parents, more sensitive and capable of contributing to society in a meaningful way.

The value of free expression and the experience of music, dance, film, visual art, writing, and even fashion impacts people in every walk of life, from software developers to
scientists, surgeons, statisticians, and politicians. Creativity fosters innovation, invention, and entrepreneurship. The arts remain one of our nation’s greatest exports. Our films, theater, paintings, sculpture, writing, architecture, and music have all influenced the world we live in and have defined our place in the world.

Today’s businesses are looking for young people who have a creative background. Employers place a premium on creativity, innovation, and entrepreneurship – all of which are important qualities of an artist. Harvard President Drew Faust has been quoted as saying “creativity is a form of knowledge.” Discussion centered on the idea that the M.F.A. is the new M.B.A. demonstrates the new thinking of corporations, which assign great value to inspired problem solving.

The arts serve as one of the University’s strongest bridges to the Charlottesville community and to the Commonwealth of Virginia. Our arts programs must continue to benefit the local community, and we should aspire to meaningfully impact the Commonwealth of Virginia and beyond.

For these reasons and more, we must expand opportunities for students and faculty in the creative arts by bringing in the best and most influential arts practitioners to teach, interact with, and create art with our students and faculty. These opportunities will allow us to attract the very best faculty and students to U.Va.