MEMORANDUM

TO: The Student Affairs and Athletics Committee:

Allison Cryor DiNardo, Chair             Marvin W. Gilliam Jr., Vice Chair
Hunter E. Craig                          John L. Nau III
Helen E. Dragas                          Timothy B. Robertson
William H. Goodwin Jr.                   Blake E. Blaze
John A. Griffin                          George Keith Martin, Ex-officio

Consulting Members:

Allison S. Linney                      Dennis R. Proffitt

and

The Remaining Members of the Board of Visitors and Senior Advisor:

Frank B. Atkinson                      Bobbie G. Kilberg
Kevin J. Fay                          Stephen P. Long, M.D.
Frank E. Genovese                      Edward D. Miller, M.D.
Victoria D. Harker                     Linwood H. Rose
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Student Affairs and Athletics Committee on February 21, 2014

The Student Affairs and Athletics Committee met, in Open Session, at 10:31 a.m. Friday, February 21, 2014, in the President’s Reception Room; Allison Cryor DiNardo, Chair, presided.

Marvin W. Gilliam Jr., Hunter E. Craig, Helen E. Dragas, William H. Goodwin Jr., John A. Griffin, John L. Nau III, Timothy B. Robertson, and Blake E. Blaze were present.
Also present were Allison S. Linney, Consulting Member, and Dennis R. Proffitt, Faculty Consulting Member.

Present as well were Teresa A. Sullivan, Anthony P. de Bruyn, Carolyn M. Callahan, Everette W. Fortner, Patricia M. Lampkin, Craig K. Littlepage, Barry T. Meek, Jane Miller, J. Patrick Walsh, and W. Thomas Leback.

After reviewing the agenda, the chair began the meeting with a review of the recent national conference on Sexual Misconduct Among College Students. The conference had been organized and hosted by the University. Ms. DiNardo noted that the Panel of Presidents segment was particularly effective because of the openness of the six college presidents and because of the comment period which allowed students to make observations and give advice. Ms. DiNardo commended Ms. Lampkin and her staff for their work.

At the request of the chair, President Sullivan gave an overview of the issue and commented on the conference. The most frequent victims of sexual misconduct are between the ages of 18 and 25. While women are the primary victims, men are also victims. It is a particular problem for women of color and sexual minority groups. This is a complicated issue and there is no clear way for colleges to handle these cases. Prosecutor concerns about the impact of alcohol and the hookup culture have affected their willingness to prosecute cases in the criminal system. Colleges are in a particularly difficult position when sexual misconduct allegations are between students since they have to find a way to support both parties. Survivors and survivor groups do not like the Department of Education’s mandatory reporting requirement for sexual misconduct cases because there are times when a student wants to talk about an incident with a resident advisor without having her or his confidentiality violated immediately.

The presidents invited to the panel have dealt with significant sexual misconduct cases. Student comments and suggestions were valuable. The composition of the presenters - former prosecutors, medical personnel, staff from the Department of Education, as well as students, faculty and staff involved in sexual misconduct prevention and adjudication - led to a rich dialogue that brought all stakeholders into the discussion. A follow-up conference is scheduled this summer at Dartmouth with the objective of evolving a set of best practices for policy and prevention.

Ms. DiNardo asked Ms. Patricia M. Lampkin, Vice President and Chief Student Affairs Officer, for her observations. Ms. Lampkin noted that the conference had good national media coverage and that while there have been numerous articles on this subject, the
conference provided a venue for conversation and interaction among all constituents. This is something that has not been done to date.

Reports by the Vice President and Chief Student Affairs Officer

Ms. Lampkin reported on recent student activity. The fraternity and sorority recruitment process began in January. The Inter-Fraternity (IFC) and Inter-Sorority (ISC) Councils once again had record participation with 573 men and 674 women accepting bids. Of the new members, 87% were matched with their first choice chapter. IFC and ISC membership typically equals 32% to 33% of the undergraduate enrollment; membership tends to increase as enrollment increases. The office continues to work closely with all Greek organizations to promote responsible pledging. Students are gearing up for the spring election season. The university-wide student election process will run from February 24th to February 27th. Winners will be announced on February 28th.

Progress Report on the Career Services Component of the University’s Strategic Plan

Ms. Lampkin introduced Mr. Everette W. Fortner, Executive Director for Professional Development and an adjunct faculty member at the Darden Graduate School of Business. Mr. Fortner is spearheading the effort to reimagine and restructure career services across the University with a particular focus on undergraduate students. This effort is a part of the “Total Advising” strategy that is part of the Cornerstone Plan. It was first discussed at the August Board Retreat.

Mr. Fortner noted that higher education is being pressured to deliver better student outcomes. In 2012, the Associated Press reported that 54% of college graduates under the age of 25 are unemployed or underemployed, the highest rate in a decade. Last year, the North Carolina legislature and governor proposed funding universities based on employment rather than enrollment. Parents are concerned. Employers are insisting that students need professional competencies, such as communication, teamwork, etc.

The University’s investment in career services compared to peers is low and has been declining. A 2012 Council of Foundations study of nine institutions showed that with the exception of the McIntire School of Commerce, the University was under-invested when compared on a total investment basis, on a per student investment basis, or on the number of counselors.

The University’s outcomes for students reaching their first destination (employment, graduate school, or internship) within six months of graduation are lower than expected. At 98%, the McIntire
School is an exception. The School of Engineering and Applied Science is at 81%; the College of Arts and Sciences is at 78%. The College’s percentage is based on a 2012 study, which had only a 52% response rate. If all students had responded, the percentage would probably be lower. These numbers put the University in the bottom half of its cohort.

There are six areas of concern. The first is career advising; career advisers in every school are maxed out in their ability to see students. The second is student engagement; numbers received this morning indicate that only 16% of students have had appointments with counselors. The third is internships; internship resources are scattered across the University making it difficult for students to find internships. The fourth is employer relations; employer relations are decentralized at the school level and with a few exceptions there is little outreach to employers. The fifth is parent and alumni engagement, which is low. The sixth is the lack of a career culture.

The team working on this effort has proposed a goal that calls for 100% of students reaching their desired destination within six months of graduation. The working assumption is that the University will provide the resources to empower students to own the process. It is acknowledged that the six month goal only represents the first step toward a fulfilling personal and professional life. Six strategies and 16 key initiatives have been formulated to attain the goal.

There are four initiatives that Mr. Fortner’s team believes can be accomplished during fiscal year 2014-2015. The first is a career advising approach focused on career clusters, which are general career fields such as Health Science; Public Policy, Law and Government; Arts, Media, Communications. The information in a cluster could include an overview of typical jobs, videos of notable alumni, required majors and minors, beneficial courses, a LinkedIn Alumni Group, and job listings. There would be virtual and staff resources for each cluster. The proposal for fiscal year 2014-2015 calls for the creation of the virtual resources for all clusters and the piloting of one complete cluster that is completely staffed.

The second initiative is to improve student engagement through the better use of technology. The website would be converted to a mobile enabled format so that students could look up information on phones and tablets. There would be applications (apps) to engage students around career management activities, such as scheduling an appointment with a career adviser, appointment reminders, outlining the materials needed for an appointment, etc. The team also envisions more robust apps, such as a hire-ability app where a student could answer questions that the app uses in conjunction with the student’s current employment portfolio to give a hire-ability rating and provide a list of items that the student could complete to be more “hire-able".
The third initiative is a website internship portal, where faculty, staff, employers, and alumni could post available internships. The portal could have qualifying questions that it would use to give feedback on the types of internships a student should pursue and links to the most relevant internships.

The fourth initiative is to integrate employer relations. The goal is to be the number one school where employers want to recruit by having the best customer service, the best facilities, and the best prepared students.

The estimated cost of these four initiatives is $1.2 million, $300,000 of which has already been invested. Additional staff account for most of the cost since it is anticipated they will be needed to meet the increased student demand generated by the initiatives.

Committee members posed a number of questions and comments:

• To create results and be cost effective, staff needs to be technology and social media savvy.

• Hiring the right people will reduce staff needs.

• Students need to get on the career ladder during their first year.

• While faculty and faculty advisors are not career counselors, they need to refer students to career advisors.

• We need to understand that students often rely on the advice of friends.

• Student experiences with career services have not always been good.

• To improve the success of its students, the Psychology Department is defining the skills that their students will need in the workforce.

• The military should be a career cluster.

• Given that career advising is a value-added proposition that benefits all students, there could support for a student fee designated for advising.

• This work should be coordinated with the Alumni Association.
Report by the Athletics Director

Ms. DiNardo introduced Mr. Craig K. Littlepage, Director of Intercollegiate Athletics Programs. Mr. Littlepage reported on the recent National Collegiate Athletic Association (NCAA) convention, where the discussion among 350+ Division I schools focused on a proposal to give increased autonomy to the schools in the five largest conferences: ACC; SEC; Big Ten; Big Twelve; and Pack 12. These conferences are in the Football Bowl Subdivision (FBS) and are comprised of 65 institutions. The FBS schools with their greater resources want more autonomy so they can use their resources to provide additional benefits for their athletes. The goal is to devise a revised structure that keeps Division I intact while allowing greater spending autonomy for the FBS schools. Of the delegates, 58% seem to support this concept. At this point, few details are available. The intent is to have a new policy implemented by August. Other changes are also being considered. While the athletic programs will remain under the control of college presidents, there is a proposal to provide an expanded role at the NCAA for athletic directors and faculty representatives. It is also anticipated that the NCAA will become more membership driven with the NCAA staff having a reduced role.

Mr. Littlepage introduced Ms. Carolyn Callahan, the University's faculty representative to the NCAA, noting that the incidents at North Carolina and Florida State have generated a heightened sensitivity about academic integrity and the academic monitoring of student athletes. Ms. Callahan outlined current University practices. These include reviews and comparisons each semester of the records of all students and student athletes to check for irregularities in course selections, progress towards fulfilling major requirements, grade patterns within classes, clustering of majors by athletes, and grade policy changes. President Sullivan or a representative also meets annually with academic support staff and tutors to discuss academic integrity.

In response to the aforementioned incidents, an assessment of current practices was recently completed. As a proactive measure to strengthen the University's program, it was decided to implement the following enhancements this spring.

1. President Sullivan will meet annually with the head coaches.
2. A yearly letter will be sent to all advisors of student athletes asking them to look out for unusual class activity.
3. Proactive reviews of course enrollments of student athletes will be conducted within 7 days after the start of a semester to look for odd patterns.
4. Reviews of grade point averages by athletics team will be conducted.

5. A review of the academic affairs policy manual will be conducted.

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Upon motion, the meeting was adjourned at 12:02 p.m.

SGH: wtl

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