MEMORANDUM

TO: The Special Committee on Strategic Planning:

Frank B. Atkinson, Co-Chair
Linwood H. Rose, Co-Chair
Kevin J. Fay
Frank E. Genovese
Victoria D. Harker
Bobbie G. Kilberg
Stephen P. Long, M.D.
Edward D. Miller, M.D.
George Keith Martin, Ex Officio

and

The Remaining Members of the Board and Senior Advisor:

Hunter E. Craig  John A. Griffin
Helen E. Dragas  John L. Nau III
Allison Cryor DiNardo  Timothy B. Robertson
Marvin W. Gilliam Jr.  Blake E. Blaze

FROM: Susan G. Harris

SUBJECT: Minutes of the Special Committee on Strategic Planning Meeting on February 21, 2014

The Special Committee on Strategic Planning of the Board of Visitors of the University of Virginia met, in Open Session, at 10:35 a.m., Friday, February 21, 2014, in the Board Room of the Rotunda; Linwood H. Rose, Co-Chair, presided.

Present were Kevin J. Fay, Frank E. Genovese, Victoria D. Harker, Stephen P. Long, M.D., George Keith Martin, and Leonard W. Sandridge Jr.
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Also present were Teresa A. Sullivan, Patrick D. Hogan, Richard D. Shannon, M.D., John D. Simon, Paul J. Forch, Susan G. Harris, J. Milton Adams, Donald E. Brown, Susan A. Carkeek, Donna P. Henry, David W. Martel, Nancy A. Rivers, Colette Sheehy, Thomas C. Skalak, and Debra D. Rinker.

Opening Remarks

Co-Chair Lin Rose provided opening remarks. He outlined the agenda and spoke about the future of the Committee. Mr. Rose thought that perhaps the task had been completed and therefore the special committee should be dissolved. He said once the Strategic Plan had been adopted by the Board and barring any additional assignments, the task of carrying out the Strategic Plan should be integrated into the operations of the institution. Going forward, the Board should receive reports on progress from the standing committees.

Mr. Rose asked the committee members if they felt differently. Mr. Fay agreed with Mr. Rose and said he was wondering why they were being briefed at this meeting on the Data Science Institute if it was already an up and running program? Mr. Genovese and Mr. Rose agreed that part of the committee’s purview was to identify performance measures for each part of the plan and ensure they are being completed. Ms. Harker said she would like to hear from the management team on the ways the committee might be most useful in terms of an on-going role. Mr. Rose agreed to speak with the Rector and the President about the future of the committee.

Overview of Preparations for SACSCOC Reaffirmation of Accreditation

President Sullivan explained the importance of accreditation. She said the University is required to be accredited by a U.S. Department of Education-recognized accrediting agency in order to receive federal financial resources. The University receives Title IV financial aid in the amount of $130 million – every school currently receives this aid. In addition to this, $250 million in federal research funding is also dependent upon accreditation. Furthermore, in order for students to have their credits transferred and their degrees recognized by other institutions of higher education, the University must be accredited. Needless to say, this accreditation is very important.

The President explained the timeline for this process. The planning/audit phase will be in the summer. In September, the reaffirmation kickoff will begin. During this period, the University must do two important things:

First, a self-study to document compliance with 90 accreditation standards must be completed. The University will have two years to
complete it; it will be due to SACS in September 2016. In November 2016, the self-study will go to an off-site review committee. Their job will be to look at the document to see where we are in compliance or not in compliance with the 90 standards.

The second part of the process is completion of a Quality Enhancement Plan (QEP). The QEP represents a "carefully designed course of action that addresses a well-defined and focused topic or issue related to enhancing student learning and/or the environment supporting student learning and accomplishing the mission of the institution." The QEP must: 1) be embedded within ongoing institution-wide planning, but not be a central component of the Cornerstone Plan; 2) emerge from the results of institutional assessment; and 3) include broad-based involvement in topic selection, development, and proposed implementation. The QEP is something the University must do in addition to the Strategic Plan. The President said this is where she will need the help of the Board to identify areas to include. The QEP will be due in February of 2017. Also due at this time will be the focused report. This report is the response to the November 2016 off-site review committee report. In March 2017, the on-site review committee will meet with a good percentage of the Board members.

In December 2017, the Board of Trustees at SACSCOC will render a decision about accreditation. President Sullivan said The University of Virginia’s College at Wise will also go through their own accreditation process. Their review is scheduled a year earlier.

President Sullivan briefed the Committee on the 10 most commonly cited standards for noncompliance. They are:

1. Faculty Competence (i.e., faculty credentials)
2. Institutional Effectiveness: Educational Programs
3. Academic Program Coordination
4. Faculty (i.e., adequacy of full-time faculty)
5. Institutional Effectiveness: Academic & Student Support Services
6. Intellectual Property Rights
7. Institutional Effectiveness: Administrative Support Services
8. Institutional Effectiveness: Community/Public Service
9. Financial Resources
10. General Education Competencies

Mr. Rose said the on-site review groups will be peers from other institutions who hold comparable positions. He said they will come in with a high regard for the University of Virginia, but their expectations will also be higher.
Mr. Don Brown gave a high level overview of the activities of the Data Science Institute. He informed the committee of the mission of the DSI and highlighted the competitive advantage portion of the statement, which states, "An institute that crosses disciplines, departments, schools and colleges to leverage the combined understanding of multiple disciplines to meet the challenges of big data."

Mr. Brown reported on four areas: 1) education; 2) faculty excellence and recruiting; 3) research; and 4) industrial relationships.

Mr. Brown highlighted the M.S. in Data Science, which provides an entryway for many students into the data science world. He explained the key components of the program, including a capstone experience. The M.S. in Data Science was unanimously approved by the Faculty Senate on December 4, 2013. As of January 15, 2014, there were 88 applicants, 13% are Virginia residents and 78% international. The Institute has developed a revenue model that is sustaining the program at this time. Mr. Brown highlighted other programs: a minor in data science that will be tailored to a discipline, and an executive data science program. Mr. Brown said they were approached by a risk management company about creating an executive data science program, and they have entered into a competition with U.C. Berkeley, Harvard, and Duke for this program.

In faculty excellence and recruiting, they are progressing nicely. There are currently 12 faculty searches in the College of Arts & Sciences, and three in the School of Engineering. They are also involved in symposia.

Mr. Brown spoke about current research proposals. He said they have several National Institutes of Health (NIH) proposals in the works, a Naval Air Warfare Center Aircraft Division with ARI, and another one with the National Science Foundation (NSF). They also have proposals in process to the Jefferson Trust and the Jeffress Trust. The Data Science Institute has four new centers: 1) Center for Data Ethics, Law and Policy; 2) Center for Automata Computing; 3) Center for Motion Capture; and 4) Center for Complex Systems Modeling. DSI put some funding into an initiative they call the "private cloud": the infrastructure will give the University the capability to do really important work in the health field, in education, and in a number of other areas where the data must be protected.

Mr. Brown spoke about relationships with industry at length. He said DSI held a data science "meet-up" in Charlottesville and they were stunned by the interest shown by local companies dealing with data science – they had over 120 attendees. He said Charlottesville
has become a little hub for data science activity, which was very reassuring to see.

Progress Report on Staff Leadership Development

Ms. Carkeek said in an effort to get to where the University needs to be, staff is critical. She said the "big idea" is to advance a culture of individual and institutional leadership, focusing on staff leadership at all levels. The goal is for employees to see themselves as leaders, striving for excellence in all they do, with ample opportunities to develop their full potential. Through a Center for Leadership Excellence with a multi-pronged approach to employee development, that potential will become a reality.

Ms. Carkeek said the University is known for its student experience, one that develops students to become leaders, and that is the model they have in mind as they promote employee excellence.

She said staff are already committed to a culture of excellence, and are proud to support the University’s mission. Last year, Human Resources began a project to update job descriptions and market ranges. At the same time, they were streamlining the process for job creation and position management, reducing the number of titles and clarifying career progression opportunities. A part of that project was to capture staff contributions to the University on a website.

Ms. Carkeek highlighted a few of the stories found on the website referenced above, and she showed several videos of employees around the University to demonstrate the staff connection to the University’s mission.

Ms. Carkeek said the Center for Leadership Excellence will expand resources available to employees. They need the support of supervisors and managers across Grounds to translate this vision of a culture of staff leadership into a reality. She said that is why the Center will have programming for leaders at all levels of the institution - those who have responsibility for others and those who are individual contributors. Initially, they will begin with three areas of programming: 1) succession development; 2) role of the manager; and 3) career development.

Ms. Carkeek outlined the first-year deliverables. They will form resource groups to guide the creation and direction of the Center, launch succession development programs, define the role of the manager and its expectations, clarify career paths and align associated development offerings within career families, and provide an outreach and communication campaign to all employees.
Ms. Carkeek briefly described some of the metrics to measure success. Each of the deliverables will have quantitative and qualitative measures for success. She said by better using technology we can double our investment in employee training and reach three times as many people. Leadership development is deeply rooted in the University's core mission and values. She sees many opportunities for collaboration in this work.

Ms. Carkeek said Human Resources will rely on existing resources across Grounds with expertise in leadership development such as faculty development, academic departments, student services, and others to create synergies and leverage efficient use of resources. She said the Cornerstone Plan offers many opportunities for collaboration. Collaboration among faculty, student, and staff leadership development programs will reinforce the culture of leadership.

Ms. Carkeek said there are also critical linkages to the Organizational Excellence initiative. Staff excellence and organizational excellence are inextricably linked. It is by supporting each employee in reaching their fullest potential that we harness the collective power of institutional excellence.

On motion, the meeting was adjourned at 11:39 a.m.