January 11, 2010

MEMORANDUM

TO: The Board of Visitors:

John O. Wynne, Rector
Daniel R. Abramson, Vice Rector
A. Macdonald Caputo    Randal J. Kirk
The Hon. Alan A. Diamonstein  Austin Ligon
Susan Y. Dorsey    Vincent J. Mastracco, Jr.
Helen E. Dragas    The Hon. Lewis F. Payne
W. Heywood Fralin    Don R. Pippin
Robert D. Hardie    Warren M. Thompson
Glynn D. Key    E. Darracott Vaughan, Jr., M.D.

Rahul Gorawara

FROM: Susan G. Harris

SUBJECT: Minutes of the Special Meeting of the Full Board of Visitors on January 11, 2010

The Board of Visitors of the University of Virginia met, in Open Session, at 2:30 p.m., on Monday, January 11, 2010, in the Dome Room of the Rotunda; John O. Wynne, Rector, presided.

Daniel R. Abramson, the Hon. Alan A. Diamonstein, Ms. Susan Y. Dorsey, Ms. Helen E. Dragas, W. Heywood Fralin, Austin Ligon, Vincent J. Mastracco, Jr., the Hon. Lewis F. Payne, and Warren M. Thompson were present.

Participating by telephone were A. Macdonald Caputo, Rahul Gorawara, Robert D. Hardie, Ms. Glynn D. Key, Randal J. Kirk, Don R. Pippin, and E. Darracott Vaughan, Jr., M.D.

Present as well were Leonard W. Sandridge, Ms. Susan G. Harris, Paul J. Forch, Ms. Jeanne Flippo Bailes. Deans, vice presidents, employees, and friends of the University as well as representatives of the local media were also in attendance.
The Rector brought the meeting to order and announced that a quorum of the Board was present. He said the purpose of the meeting was to elect the eighth president of the University. The Rector asked for a motion, and Ms. Dorsey moved the adoption of the following resolution:

**ELECTION OF THE EIGHTH PRESIDENT OF THE UNIVERSITY OF VIRGINIA**

RESOLVED, the Board of Visitors elects Ms. Teresa A. Sullivan as the eighth President of the University, effective August 1, 2010, for a term of five years at total compensation not to exceed $680,000 annually for salary, deferred compensation, and allowances; and

RESOLVED FURTHER, the Rector and the Executive Vice President and Chief Operating Officer, in consultation with the Office of the Attorney General, are authorized to negotiate and execute an employment agreement with Ms. Sullivan consistent with law and established University policies.

The Rector asked for a second which he received. Hearing no further discussion, the Rector asked the Board members in attendance to vote. All in attendance voted in the affirmative.

The Rector asked the Secretary to poll the Members participating by telephone. The Secretary read the roll of the telephone participants, and all voted in the affirmative. The voting Members participating by telephone were A. Macdonald Caputo, Robert D. Hardie, Ms. Glynn D. Key, Randal J. Kirk, Don R. Pippin, and E. Darracott Vaughan, Jr., M.D.

The Rector introduced the eighth president of the University, Ms. Teresa A. Sullivan. Ms. Sullivan comes to the University from the University of Michigan where she is Provost and Executive Vice President for Academic Affairs. She is a leading scholar in labor force demography.

The Rector talked about the qualities the Board was seeking in a president: a leader; a distinguished academic; someone who understands enterprise risk management; a person who can recruit and motivate a high-achieving team; a person with emotional intelligence; committed to our alumni and friends; loves teaching and students and is committed to the University's public mission; understand research; committed to the student experience and all aspects of diversity; understands the benefit of athletics to the University and its constituents; is familiar with academic medicine and health care; will commit to expanding success at the College at Wise; able to work with government officials; understands the need for a new financial model; committed to furthering the natural sciences and engineering as well
as the humanities and social sciences; and is able to understand and appreciate the values and traditions of the University of Virginia. He said Ms. Sullivan has had experience and success in all of these areas.

The Rector recited Ms. Sullivan’s extensive experience, most recently at Michigan and previously at the University of Texas where she worked her way through the ranks from assistant professor to vice provost, then vice president and dean of graduate studies, and finally executive vice chancellor of the Texas System responsible for academic affairs at nine campuses.

Throughout her career, Ms. Sullivan has continued teaching and publishing. She is the author or co-author of six books and more than 80 scholarly articles and chapters. The Rector quoted Mr. Fralin as saying, “Terry is as knowledgeable about the issues facing higher education as anyone I’ve met in the last 20 years. She will be an outstanding president in every respect”.

The Rector introduced Ms. Sullivan’s husband, Douglas Laycock, a law professor who will assume a position at the Law School, and her two sons, John and Joseph Laycock.

In her remarks, Ms. Sullivan accepted the presidency, complimented President Casteen on his accomplishments as president, and reflected on the qualities of the University community including the College at Wise. Ms. Sullivan’s full remarks are appended to these Minutes.

Following Ms. Sullivan’s remarks, the Rector thanked the Committee on the Nomination of a President and the search staff, asking them to stand and be recognized.

The Rector read excerpts from a letter from President Casteen welcoming Ms. Sullivan to the University.

Mr. Casteen said in part, “This special place and its people have filled my family’s and my own experience with joy, with excitement, with the pleasure of belonging to a community rich in human goodness. We wish the same happiness for you and yours”.

The Rector reminded those assembled of a reception for the President-elect in Newcomb Hall at 4:00 p.m.

On motion, the meeting was adjourned at 3:10 p.m.

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

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Thank you very much. I am honored to have been selected to serve as the eighth president of the University of Virginia. I want to thank the Board of Visitors, Rector Wynne, and President Casteen for this wonderful opportunity to join the University of Virginia community.

The University has a distinguished history as well as an important role to play in public higher education in the 21st Century. I look forward to working with the Board, faculty, students, staff, alumni, and friends -- and having this rich history to guide us as we shape the University of Virginia for the future.

President Casteen has provided the University of Virginia with twenty years of visionary leadership. Under his stewardship, the University has become widely recognized for its academic excellence, its thriving educational programs, and its contributions to higher education concerns nationally. He will be a hard act to follow. Yet I venture to say that he would prefer we pursue the course he has charted, rather than try to match his footsteps. President Casteen’s great strength as a leader is his ability to embrace the best of change while keeping the University focused on its essential mission of teaching, research, and service. It is a guiding principle that will serve us well in the decades to come.
More than two centuries ago, in 1805, Thomas Jefferson wrote that, “A university should not be a house, but a village”. His thought was prescient, foreshadowing the multifaceted complexity of the modern research university. Universities have multiple responsibilities and fulfill them in myriad ways. As a leader in higher education, the University of Virginia is committed to discovering, preserving, and disseminating knowledge, recognizing that this work is what leads to the improvement of the human condition around the world.

As Mr. Jefferson observed, to do this effectively, a community is required. To fulfill its mission, a university must have people with different kinds of expertise and varying perspectives. It needs individuals who challenge conventional thinking and who are open to changing their minds as new knowledge is developed. A university depends on the ideas and energy of young minds and requires the engagement of those who have gained the wisdom of experience. And, a university requires a well-run infrastructure to support its work.

The University of Virginia is a vibrant community with all of these vital qualities. Faculty members are pushing the boundaries of human knowledge as they explore the planetary rings of the solar system, develop nanosensors that may

play a role in cancer treatments, and create innovative tools to advance literacy around the world. The University welcomes world leaders who help us to gain new perspectives on the complex issues of this century. Students, whose seriousness of purpose is evident in their deep respect for the Honor Code, bring inquisitive minds to the work of the University. As they pose questions that challenge the assumptions of their teachers, or suggest new uses for emerging technologies, students help to advance ideas and to extend them into the world. Alumni are eager and thoughtful contributors to the University’s mission. Staff work hard and enthusiastically to insure that students and faculty can learn together.

The University has a deep commitment to offering outstanding education at all levels of study. Innovative undergraduate programs encourage the exploration of complex questions in areas from bioethics to systems and information engineering. Graduate and professional programs in a range of fields prepare their graduates to contribute in business and industry, in academe, in the not-for-profit sector and government, and in both the corporate sector and in private practice.

The critical role that University of Virginia plays in developing and applying knowledge is exemplified by the College at Wise. Its commitment to education and service strengthens communities in southwest Virginia, enriches the
Commonwealth, and offers a model to other communities around the nation. The bonds between Wise and Charlottesville will continue to grow as communication technology creates virtual neighboring villages.

The University has, through its excellence in teaching, research, and service, become “the bulwark of the human mind in this hemisphere” that Thomas Jefferson envisioned.2

Mr. Jefferson’s image of the university as a village suggests the importance of common space. The Academical Village is the concrete expression of this. As I’ve crossed the Grounds in my recent visits here, I’ve been struck by how their beauty and openness contribute to an atmosphere of civility in which collegial dialogue can thrive. January may not be the optimal time for long conversations outdoors, but spring comes early in Virginia and I look forward to the discussions that are sure to occur.

No community is complete without opportunities for cultural exploration. The University of Virginia has these in abundance. Musical offerings range from early music to computer music and art collections range from an unparalleled collection of aboriginal art to contemporary American art. These cultural

offerings bolster our academic mission and invite the larger public to join us in the exploration of the human condition.

Of course, one of the key elements of any community is shared experiences. I can’t imagine a better way to come together than sports. The athletic department is committed to uncompromised excellence, on the playing field and in the classroom. Virginia’s high showing in the Learfield Director’s Cup indicates excellence across a broad range of varsity sports.

The University of Virginia is steeped in history. Alumni are a link to that past and a source of energy for the future. They span the globe and work in a wide variety of professions. Their reflections on how the University can best prepare the leaders of the 21st Century will be of great value as we plan for the future.

The University has grown and changed over time, responding to the needs of the commonwealth and developments in the world. As the University opened its doors to people of color and women, and made access to college a reality for many with financial need, it demonstrated its ability to move forward, placing itself among the leaders in American higher education.
My own career has been a series of wonderful opportunities for learning and then teaching in the research university setting. My parents, both veterans of World War II, went to college at older than average ages using the GI Bill, and they met each other in a chemistry class at Washington University. Before his death, my father made my mother promise that I would go to college too. Michigan State University made that dream possible for me, and I was enchanted by the intellectual richness and complexity I found there. I loved the university milieu, and it has been my great good fortune that I have spent most of my professional life in a university setting.

In my first week on that campus, I also met a life partner for this journey, Doug Laycock, with whom I have shared a marriage of 38 years.

As exciting as learning was at both Michigan State and later at the University of Chicago, I discovered a different kind of passion in teaching, especially at the University of Texas at Austin. If, as Sir Francis Bacon said, "Reading maketh a full man; conference maketh a ready man; and writing maketh an exact man" – all of which I believe – then what shall we say about teaching? For me, teaching has been profoundly generative, both in the sense of generating new ideas but also in the sense of enabling me to watch and participate in the development of young minds, surely one of the greatest privileges a person can have.
It is, in fact, the ultimate compliment of all to us in the academy that mothers and fathers commit to us their greatest treasures, their sons and daughters, to help shape their young adulthood and in so doing, to shape our next generation. The university is, above all, a compact among generations, with those of us in the older generations committing ourselves to transmit faithfully to the next generation the legacy of knowledge, skills, and values that the university preserves.

But we must also prepare the next generation for a world that is changing, and changing in ways that we do not always see clearly ourselves. Certainly at the University of Michigan I gained a special understanding of a culture of inquiry, which can be at the same time disciplined and transcending discipline. This culture creates the intellectual flexibility needed when an economy must be restructured, or when national security must adjust to new threats, or when a virus mutates in an unexpected way to endanger humanity. These are good undertakings in their own right, but they take on added urgency when coupled to our need to prepare our students for rapid global change.

This is our greatest fiduciary responsibility, the respectful but rigorous formation of our students in an environment that is safe, stimulating, and rich. And our other fiduciary responsibilities derive from it: we have a responsibility to be careful stewards of these magnificent Grounds, of the gifts of finances and
volunteer effort we receive, and of the funds the taxpayers invest in our work. These material goods help us to recruit and retain the best minds to populate our faculty and staff, and to provide the best possible education for the students who choose us and whom we have chosen.

Now here at Charlottesville, I look forward to learning from and working collaboratively with the strong administrative team of vice presidents and deans, the faculty and staff, and the students. I bring you my dedication, extensive experience, and above all, my passion for the tasks ahead of us.

I am also bringing to you my own greatest treasures – my husband, Doug Laycock, the Yale Kamisar Collegiate Professor of Constitutional Law at the University of Michigan. Doug’s family has roots in Virginia – his mother grew up in Richmond – and she imparted an appreciation of the state to us. Doug, please rise. And also my two wonderful sons – Joseph Peter Laycock, a doctoral student at Boston University and the author, just last year, of his first book. Joe, could you please stand? And my younger son, John Patrick Laycock, a recent graduate of the University of Chicago who is now living in Austin and planning for his marriage in the fall. John, would you please stand? Watching their college educations from afar has been, in its own way, also a valuable educational experience for me.
I welcome this wonderful opportunity to be a part of the University of Virginia as it contributes to the progress of Virginia, the nation, and the world. As I do so, let me again express my appreciation to the search committee, the Board of Visitors, Rector Wynne, and President Casteen. Throughout the search and interview process the presidential search committee and the Visitors have asked tough questions graciously and shared their ideas and insights generously. I anticipate a productive partnership with them and with the entire UVA community.

Let me close by noting a comment from one of the student sections on the University’s undergraduate admissions website. When asked what he found most surprising about UVA, a student said that it was how accessible and helpful the administration and faculty are. That openness is notable. It creates a wonderful environment for education and for the development of thoughtful citizens who will provide leadership in the next generation. I can’t imagine a better environment for a student, a scholar, or an administrative leader. I look forward to being part of it.

Let’s work hard.