

Faculty Senate meeting  
December 6, 2010  
3:00 – 5:00 p.m.  
Rotunda Dome Room

Minutes

Gweneth West, Faculty Senate Chair, called the meeting to order.

### **Presidential Inauguration Research Poster Contest – Thomas Skalak, Vice President for Research**

Tom Skalak introduced the research poster contest that will be part of the Presidential Inauguration activities (April 13-17, 2011). The entry deadline is March 1. A committee spanning the disciplines will pick 35 finalists, one in each of seven categories, to be displayed during the Inauguration. Winners will also receive small cash prizes. The seven research award categories are: Physical & Environmental Sciences & Engineering; Biosciences & Health; Humanities; Social, Behavioral, & Economic Sciences; Law, Business, Policy, & Education; Translational & Cross-Disciplinary Research; and Performing & Fine Arts & Architecture. Details about submission requirements are available online at <http://www.virginia.edu/vpr/inauguration/>. All entries will be posted in a digital archive on the website, even if they are not chosen as finalists.

### **President's Report**

**COO Search.** Carl Zeithaml will chair the committee to search for Leonard Sandridge's successor. The committee members were announced in November. The firm of Spencer Stuart has been chosen as the search firm. Faculty are invited to nominate candidates.

**Provost Search.** President Sullivan is currently selecting members for the provost search committee, which will be broadly representative, with an emphasis on faculty members, and also including staff, administrators, students and some from external stakeholder groups.

**Budget Model.** At the last Faculty Senate meeting, President Sullivan discussed the new budget model, which is a strong provost model. The provost allocates funds to deans based on what the deans generate, awarding them for being entrepreneurial. Costs are returned to deans, producing incentives to cut costs. Now all costs are handled centrally.

**Faculty Budget Advisory Committee.** This committee, appointed by President Sullivan, brings together faculty and administrators with expertise in this area. The first meeting dealt with liquidity and tax flow. The committee will meet again during December.

**Susan Carkeek's New Committees.** Susan Carkeek has formed two new advisory committees; one is planning a staff survey to begin data collection in spring 2011, soliciting the staff's opinions on UVA as a work place; the other, to begin meeting next month, will work to draft a respectful workplace policy.

**Governors' Commission on Higher Education Reform.** The Commission recently presented its interim report. Commission recommendations included:

- increased enrollments of Virginians in public and private colleges and universities;
- increased production of graduates with STEM degrees;
- ways to expedite degree attainment;
- optimized use of facilities;
- increased research collaboration among colleges and universities; and
- greater use of technology-enhanced instruction to reach larger numbers of students.

These align well with suggestions U.Va. made to the Commission, which included:

- increasing enrollment of in-state students, especially those enrolling in the STEM fields;
- offering programs for accelerated bachelor's degree completion in three years, with an option for a master's degree in a fourth year (3+1);
- increased use of our facilities year-round, especially summer and J-terms;
- additional enrollment of adult students in Richmond, Southside, and Southwest Virginia;
- adult degrees (SCPS); and
- increased investments in technology-enhanced education.

Governor McDonnell cited U.Va.'s participation with Virginia Tech, George Mason University, James Madison University, and Cisco in a project to use technology in teaching. The collaboration will explore ways to use emerging video-based tools to increase the efficiency and quality of the learning environment in several key areas, e.g. less commonly taught languages (the College is involved in this conversation) and a STEM pipeline from K-12 (Curry and SEAS are involved with this). These are still in the proposal stage. James Hilton has been serving as the President's point person in the collaboration.

The Commission did not mandate in-state to out-of-state ratios. The President believes that the Board of Visitors intends to preserve the current ratio. We will expand opportunities for in-state students gradually, but only as we are able to expand faculty and staff, dining and housing facilities, and need-based financial aid. The President made it clear to the Governor's Commission that we expect the State to provide adequate support for additional Virginia students.

The work of the Commission and the proposed Virginia Higher Education Act of 2011 will be discussed in the General Assembly. The Legislative Forum on December 20 should provide a preview of this discussion.

President Sullivan said that she appreciates the work of the senators as faculty leaders.

### **Provost's Report**

Provost Garson reported that Gweneth West's speech to the Board of Visitors was eloquent, stating clearly the Senate's feelings about the need for an increase in faculty to accompany any increase in student enrollment.

Faculty background checks are moving forward. A post-tenure review document will come before the Faculty Senate in a month. A Capstone experience is under discussion now. The idea is that every undergrad student in university will have a capstone opportunity; 60% are already doing this. Capstones would be school-specific. Three million dollars is available for this, kept back from COFU funding. We don't expect to ask people to do more work for things they're not getting paid for. If the capstone becomes a requirement, it would get phased in over several years; people must be given notice a capstone is part of the requirement for graduation at the time they apply for admission to the University.

The Provost reported that the only person mentioned by name in the governor's remarks was President Sullivan, about the 3+1 proposal, which would enable students completing a bachelors degree in three years to get a master in the fourth year. He commended Gweneth West for her eloquent speech to the Board of Visitors, which made clear the Senate's feelings about the need for increased faculty if there is an increase in the student body.

**Question and Answer Session – President Sullivan and Provost Garson:** President Sullivan and Provost Garson took questions from the floor.

**Q:** I have an overriding concern about the cost of higher education. If we say we are only going to do what can be funded – leaves us doing same thing we've been doing. Is there any way to rethink how we are doing things, to make them less expensive?

**President:** Coming to grounds isn't the only way to give Virginians degrees; the low-hanging fruit is people with one or two years of college, to enable them to graduate. U.Va. has five sites around state, with another opening in Richmond. The Engineering School offers engineering degrees through PVCC. Also the collaboration with Cisco is providing courses. On the other hand, we want to preserve specialness for students who do come to Grounds. I have continued to stress the need for additional money because we don't want George Mason's experience – an expanded student body, but without additional funding, resulting in a deteriorated quality of education. We want to be productive; at the same time, we bring high quality of students who can be challenged.

**Q:** What metrics are being used to relate students to faculty size?

**President:** One way to increase STEM students would be to focus on the Engineering School. If we are going to hire additional engineering faculty, we need start-up packages for them, which for engineering faculty can be quite a lot.

**Provost:** The metric we start with is a mythical student-faculty ratio. It is a pretty gross measure, but we're using it because you have to go to the Legislature with something. Whether or not we actually distribute the students by a 16 to 1 ratio, we would ask the General Assembly to recognize that 16 to 1 is not simply faculty salaries; it's teaching assistants. It's not just the start-up for the Medical School and the Engineering School; it's labs, etc. As for how to determine the quality of teaching: Student evaluations of teachers are neither art nor science; but we'll have to find a way to do this.

**President:** We don't currently admit students to Curry as first years; but I would like to see first years accepted to Kinesiology. We are losing those students to other universities. There are a lot of issues faculty would have to look at – but it would be advantageous.

**Q:** The graduate program is now being looked at; one of the new metrics being used finds that it privileges certain programs because of factors that put them at the top of list.

**Provost:** The way in which the College is approaching this is pretty good. The problem I see with NRC is that it is tough to use and has wacky ranges. Each school has a little different way of evaluating the graduate programs.

**Q:** Can we hope to see a more aggressive attempt by the University to prioritize diversity? I'm talking about diversity in knowledge.

**President:** U.Va. has made a serious effort to address diversity through financial aid and outreach. This year we have put a significant investment into QuestBridge; we are the only public university in it. It looks for students who are the first in their family to go to college, etc. The student decides which QuestBridge institution they want to attend. To diversify faculty, we must have the ability to hire faculty; currently we have had a hiring freeze for three years. I want to press the General Assembly to give us more funding for this reason. Many institutions use Martin Luther King Day to focus on diversity. I have asked Marcus Martin to help plan a program that is inclusive in every way. He's put together a great series of events to engage lots of people from across university. I am optimistic that will be one of a number of future events that will in time help diversify institution.

**Q:** Question about the 70/30 in-state/out-of-state ratio. Is the State paying for their students?

**President:** Non-resident students pay three times the cost of their education. By an agreement enforced by the Board of Visitors, 30% of U.Va. students are non-residents. Some legislators want to introduce a cap on non-resident students; some believe that as long as there is one qualified Virginia student, we shouldn't accept out-of-state students. And we're responsible for the cost. However, if any student applies to all four publics in Virginia, they have a 98% chance of attending one of them. But a bill will probably be introduced about this. If we have a 10% swing in non-resident students, we would need to raise tuition by 25%. Our ratio is not out of line with other publics.

## **Update on Global Activities, Programs, & International Opportunities -**

### **Dudley Doane, International Studies Office**

Dudley Doane said that there are multiple centers of international activity across the university which are coordinated by Gowher Rizvi, the Vice President for International Programs. Dr. Rizvi established International Programs Advisory Committee, on which each school is represented, as well as other constituencies of the University. Dr. Rizvi came has pursued three broad goals: to bring the world to U.Va., take U.Va. to the world; and create global knowledge. His office is supported by several administrative units, including the International Studies Office.

U.Va. has a robust international community of 2,700 international students, 370 scholars, and 230 international faculty. An impressive number of U.Va. students has volunteered to help out with English Language Support Services. Nearly 40% of U.Va. students have studied abroad at least once. U.Va. has hosted 120 exchange students, and has sent 128 on exchange.

U.Va. offers 23 language learning opportunities. The Summer Language Institute remains very popular; we also offer overseas opportunities for language study. Several new minors and areas of study, including a Minor in Global Studies, are now in process.

Communication has been a target area for Dr. Rizvi's office. He has introduced an International Portal page and a twice yearly newsletter, as well as a new global programs brochure.

The Center for International Studies, founded in 2009, serves as a research center; it also offers grants for various international events and for faculty travel. The Center has a goal of hosting 2-3 conferences yearly.

Dr. Rizvi has initiated projects to improve the University's study abroad programs, support international students and their dependents, and develop relationships with universities outside the U.S.

Mr. Doane then opened the floor to questions.

**"Let's Get Grounded" Student Initiative – Pat Lampkin – Vice President and Student Affairs Officer; Nicole Eramo – Associate Dean of Students; and students Kelsey Host and Danielle McGregor**

"Let's Get Grounded" arose out of a summer conference of alums who brainstormed ways to prevent events like Yeardley Love's death and teach bystanders how to intervene. The campaign's main task is to educate about bystander behavior. It was important to have it come from within the student body; students designed a webpage to publicize events ([virginia.edu/getgrounded/](http://virginia.edu/getgrounded/)), t-shirts, and items for those who receive the training.

During the training, leaders go over Bystander Effect Theory – why people don't intervene when in large groups. They teach the 5 Steps to Intervention. Finally, they engage trainees in a Scenario Discussion on topics including alcohol and mental health. More than 850 students and faculty will have been trained by the end of this semester. It is hoped to have 1,500 trained by the end of year.

A large event is planned for spring semester around rush time. Get Grounded is looking for leadership from younger classes since the original leadership is in the older years.

Pat Lampkin said that the number of reports coming in is much higher, so that offers an indication that this is helping. She thanked those who participated in or led a group during the Day of Dialogue.

Gweneth said that Pat's office and her colleagues are available to faculty whenever they need them. Aaron Laushway, the associate dean of students, deals particularly with grad students.

**Bylaws Revision – Ann Hamric and Bob Kemp**

Ann Hamric said that one major recommended change in the bylaws is that there will be no more secretary to the Senate. Another proposed change is accelerated timing of the Executive Council elections. The Executive Council discussed the fact that some schools and departments elect their senators, while some appoint them. It was decided not to raise the

issue at this time. Another issue was what ranks of faculty members could participate in Senate activities. A non-tenure-track faculty member asked that the ranks of instructor and lecturer be added. The Council has no intention to exclude non-tenure-track faculty, but they viewed more senior ranks as being the leadership of the faculty; it was decided not to go lower than the rank of assistant professor.

A discussion ensued about faculty demographics; we have a growing percentage of non-tenure-track faculty. Bob Kemp said the basic question is, Whom does the Faculty Senate represent? The General Faculty Council (GFC) represents instructors and lecturers, but also administrative general faculty. GFC is looking at whether it should continue as a separate body. The Faculty Senate, in our view, represents both tenure-track and non-tenure-track constituencies.

A senator said that the by-laws should specify whom the Senate represents. Ann and Bob concurred that we represent General Faculty also. But the issue is – are instructors and lecturers eligible for membership on the Senate? Gweneth said that a short-term lecturer could not serve as a senator because that person wouldn't be here for four years.

Ann pointed out that the by-laws have never stated that instructors and lecturers were eligible to be senators. Do we want to change that? Gweneth said that while we might want to recognize that the University has a lot more lecturers and instructors, that still doesn't mean they should be elected senators. They would still be represented by their senators in their schools and departments.

A senator proposed gathering demographic data before proceeding. Ann said that we would try to get that information and send it out. But she reminded senators that they represent all academic faculty in their departments.

Senators are welcome to email Gweneth with any concerns about the proposed by-laws so that the Executive Council can discuss them prior to the February Faculty Senate meeting, when the revised by-laws will be brought to a vote.

Gweneth said that a document is being prepared to spell out what qualities we want to see in the next provost. Thoughts will be accepted through Wednesday, December 8. The document will be prepared and presented to President Sullivan on Friday, December 10. She expressed openness to suggestions of topics for the second half of February's meeting.

The meeting was adjourned at 5 p.m.

Submitted by Brie Gertler, Secretary of the Faculty Senate