

Faculty Senate Meeting
September 12, 2011 – 3:00-5:00 p.m.
Newcomb Hall South Meeting Room

Minutes

Chair's Opening Remarks – Chair Robert Kemp

Robert Kemp convened the meeting and welcomed the senators. He commented on the Faculty Senate's opportunity to participate in the new inclusive, team-oriented University administration. He urged senators to get involved in committees.

President's Report

President Teresa Sullivan said that she is committed to faculty governance, and that she seeks to bring together an administrative team that is similarly respectful of faculty governance. She said that at her press conference on August 24, during which the new provost, John Simon, was announced, she outlined her main priorities for this year.

Design and implementation of responsibility-based financial model: She is seeking a new budget model offering more transparency and flexibility, and encouraging innovation within the academic units. The model she is looking at is already in use at peer institutions, but the University will adapt it to our particular circumstances. She mentioned the symposium that the Faculty Senate has planned to help faculty understand the model (October 18). She anticipates that the new model will be implemented in 2013-14.

She discussed the upcoming faculty survey, which will cover a wider range of issues than the 2007 survey to complement the staff survey conducted earlier this year. It will also include questions on how faculty allocate their time. She needs this data to help educate everyone involved in funding U. Va.

Efficiency and cost reductions: The University has done much in this area, and will continue to seek more savings opportunities. Gov. McDonnell has asked public colleges to look for ways to increase efficiency, and U.Va. was the first to offer ideas for implementation.

For over 20 years, *US News* ranked U.Va. among the top 25 institutions in the country. U.Va. is the most efficient among those top 25 based on our high quality compared to the low cost per student. Thus we start from a solid foundation of proven performance. The new budget model will empower deans to look for additional efficiencies and savings.

Faculty recruitment and retention: These will be a major priority this year. We could be recruiting over 200 faculty in the next 5-7 years. President Sullivan submitted a budget amendment to the General Assembly for start-up packages for new faculty in STEM fields. The General Assembly did not agree to that request, but gave us general funds related to enrollment growth. President Sullivan will continue to present this item, while also developing an alternative plan to provide these start-up packages.

Capital Campaign: The University saw an uptick in giving this year by alumni, parents, and friends, as well as gifts from faculty and staff.

Building Update: The Governor allocated funds for Rotunda renovations and for the renovation of Cabell Hall. The President listed new buildings that have been dedicated or are soon to be completed, which should alleviate some of the space shortages at the University.

Michael Strine, Executive Vice President and Chief Operating Officer – Introductory Remarks

Michael Strine said that he chose to come to U.Va. because this is an important time in public higher education. People question the value of it. This is an important time to support and defend a great public higher education institution. Mr. Strine asked for the faculty's help; he needs feedback to know how his office can better support the work the faculty does.

Mr. Strine was asked about the new budget model. He said that we won't simply import a model from other institutions. His goal is to begin to facilitate conversations between academic deans and the administration about how to best align resources.

President Sullivan added that in a responsibility-based budget system, deans know how much they will have based on the school's receipts. This pushes decision-making down to their level. Her top job is educating all stakeholders of the University's work, particularly the legislature. She also noted it is time to get the process underway of hiring more faculty.

Her work with the legislature involves "offense" – getting us more funds; "defense" – taking a stand against bills that hurt us; and "special teams" – taking advantage of unexpected opportunities that arise.

She noted the budget planning we do here will be for the sake of all higher education in Virginia, not just U.Va.

Provost's Report – Milton Adams, Interim Executive Vice President and Provost

Milton Adams thanked the faculty for the honor of serving as interim provost. He reported that the National Federation of the Blind (NFB) filed a complaint against Penn State, saying that a number of websites and materials were not easily accessible to the visually impaired. Here at U.Va., Zach Wheat is working to bring our websites into compliance. The NFB suit has also caused us to focus on our classroom materials. As technology has advanced, many professors use videos, etc., in their classrooms. Those must also be accessible to people with visual impairments. We are finding what tools are already available here, and what can be made available to faculty for their classes. The University is creating a job description for a person to work with computer labs, etc., to facilitate this work.

Respectful Workplace Task Force - Susan Carkeek, Vice President and Chief Human Resources Officer

The Respectful Workplace Task Force came out of the Day of Dialogue last year. It combines personnel from the academic and the medical side. They are coming close to finalizing their recommendations. She urged faculty who are interested in this work to get involved. The Task Force is asking what departments can do; what individuals can do; and what resources are needed to make that possible.

Students started an initiative, the Get Grounded Campaign, which provides bystander training. One of most effective agents to make a change in a difficult situation could be a bystander. If any faculty have interest and want to be part of the project, you may call or email Susan.

Proxy Voting and Bylaws Issues – Chair-Elect George Cohen

George Cohen shared the background of the vote the Senate is taking to ratify approval of two new Architecture degrees. Last spring the Senate voted unanimously to approve the degrees, but didn't have a quorum (a majority of voting members of the Senate). The Executive Council approved the degrees by an emergency vote, as provided for in the

bylaws, and ratification by the full Senate is now needed. THE EXECUTIVE COUNCIL'S VOTE WAS UNANIMOUSLY RATIFIED BY THOSE SENATORS PRESENT.

Faculty Survey – Chris Holstege

The Faculty Senate is preparing a second survey, to be administered in early 2012. The 2007 Faculty Senate Survey was the first done by the Senate. The response rate was 61%, which is very good. The Faculty Recruitment, Retention, Retirement & Welfare (FRRRW) Committee has looked at the survey and the results, as well as other surveys done at U.Va. and other institutions. Now the committee is in the process of critically appraising the 2007 questions and deciding what to include in this survey. Time-use questions will also be incorporated, as well as school-specific questions. The University Center for Survey Research will participate in preparing the survey with funding provided by the President. During the next few months, the FRRRW Committee will be busy working on the survey. It is planned that these surveys will be conducted every five years or so. They will include all faculty, both administrative and academic.

Bob Kemp urged senators to look at the survey on the home page of the Faculty Senate website (<http://www.virginia.edu/facultysenate>).

Faculty Senate Connections Committee – Immediate Past Chair Gweneth West

Gweneth West chairs a new Faculty Senate committee, the Connections Committee, which will work to implement across-Grounds initiatives started last year. The committee's intention is to enhance faculty engagement with administrators, students, and fellow faculty. She asked for help from those interested in a specific project or projects. She hopes to expand this to include other faculty beyond those in the Senate. Among the projects under consideration are:

- *Day of Dialogue, Take 2*: Discussions are well underway regarding “what next” ...if you want to join let Gweneth West (glw2r@virginia.edu) know ASAP;
- *Dialogue across UVA*: This initiative in its second year has been mostly students and staff with just 6% faculty involvement, which Gweneth would like to see enlarged – would consist of 5-6 meetings on various topics;
- *Dialogue with the Deans, Take 2*: Creating a second opportunity for the Executive Council to meet with the Deans;
- *Dialogue with the Chairs*: Senate Chairs are beginning by joining President Sullivan at Carr's Hill Dinners;
- *Flash Seminars for Faculty*: Modeled after flash seminars for students; Shayn Peirce-Cottler, chair of the Teaching, Research & Scholarship Committee, is working on these. They are looking for faculty who would support the organizational development of and/or teach one of these seminars;
- *Graduate Funding Initiative*: The Faculty Senate voted to suspend its Dissertation Year Fellowship program due to lack of funds. Every year they have had to ask departments for funding, which has become more difficult in these financial times. Also Arts & Sciences is undergoing graduate restructuring. Discussions with Tom Skalak, the Vice President for Research, regarding a pan-university initiative that would match up faculty and their star grad students with development officers to make appeals to potential donors.
- *Open Grounds*: Bill Sherman is creating a white space, an idea room – with tables that could be arranged in different ways, to serve as a brainstorming space for interdisciplinary projects.

- *Peer Review:* Faculty Senators Beth Meyer and Tim Wilson are working with Gweneth West to look begin this process by reviewing the peer review processes of other schools;
- *Poster Competition:* Are you interested in doing this again? Tom Skalak has asked that I ask the Senate, especially those involved last year, to see if there is interest in doing one this year, or possibly waiting until next year.
- *Technology in the Cloud/4VA:* James Hilton is involved in conversations around this technology. 4VA is funded by Cisco, which donated teleconferencing equipment. The Drama Department, in collaboration with the Virginia Film Festival, has created the first initiative set to stream to Virginia Tech, JMU, and George Mason on November 6.
- *The Salon:* The first Salon took place last year on the last day of class. Many faculty and deans gathered at Bob Sweeney's pavilion. This year the first Salon will be September 29.
- *University Academy of Teaching:* Established through funds from Jefferson Trust; a group of faculty were installed as inaugural members of the academy. Marva Barnett has contacted Gweneth West to involve the Senate. They will work with the Teaching, Research & Scholarship Committee in the future.
- *Redesign of the Faculty Senate website:* Zach Wheat will support us; Alf Weaver will be our Senate liaison.

Bob Kemp said that these initiatives, facilitated by Gweneth West and the Connections Committee, will give the Faculty Senate much more visibility across the Grounds.

Chair's Closing Remarks – Chair Robert Kemp

Bob Kemp said that our October 18 working meeting will focus on the new financial model. Brandt Allen and COO Michael Strine will present us with detailed insights into why our system is broken and why we don't want to keep it going as it is. Then they will introduce the principles of activity-based budgeting. We want a big forum and an open, round-table discussion on how the model will impact each of us. Brandt Allen has a lot of expertise in this area. He will put together a short document to summarize what we anticipate and what other schools have done. Bob invited all senators to come and also to bring two colleagues. Give us names of people you will bring so we can send the materials to them also by the beginning of October. The meeting will be held at the Medical School Learning Studio from 5:30 to 7:30.

Gweneth said that inviting other faculty to our meetings is part of her vision of connection. She is thinking about calling these events Senate forums or Senate town halls. Think seriously about whom you might bring to any particular topic. What would you like to talk about?

At our December 7 Faculty Senate meeting, besides our regular Senate business, we want to think about where we're going. James Hilton will speak to us about technological innovations underway at the University.

The meeting adjourned at 4:20 p.m.