

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS**

**Meeting of the Academic and
Student Life Committee**

March 5, 2021

ACADEMIC AND STUDENT LIFE COMMITTEE

Friday, March 5, 2021

1:00 – 2:15 p.m.

Electronic Meeting

Committee Members:

Barbara J. Fried, Chair	Robert D. Hardie
Elizabeth M. Cranwell, Vice Chair	Maurice A. Jones
Mark T. Bowles	Angela Hucles Mangano
Whittington W. Clement	James B. Murray Jr., Ex-officio
Frank M. Conner III	Ellen M. Bassett, Faculty Member
Thomas A. DePasquale	Mazzen Shalaby, Student Member
John A. Griffin	

AGENDA

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**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: I. Remarks by Committee Chair

ACTION REQUIRED: None

BACKGROUND: The Chair will provide an overview of the agenda.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.A. Establishment of the Armstead L. Robinson Professorship in African-American and African Studies

BACKGROUND: In the summer of 2020, President Ryan appointed the Racial Equity Task Force (the Task Force) to develop recommendations for redressing inequities at the University of Virginia and in the Charlottesville community. One of the Task Force's recommended initiatives is to endow the key programmatic elements of the Carter G. Woodson Institute for African-American and African Studies (the Carter G. Woodson Institute), and to provide funding to create more faculty positions.

The Carter G. Woodson Institute was founded in 1981 by Armstead L. Robinson to, as noted on its website, "enhance research and teaching of African-American Studies in the schools and departments of the University of Virginia and to establish an African-American Studies Research Center which would make important contributions to scholarship and learning..." In 2017, the Carter G. Woodson Institute became a full fledged department in the College and Graduate School of Arts & Sciences. The Carter G. Woodson Institute administers the undergraduate major/minor degree in African-American and African Studies, a Distinguished Majors program for fourth-year students, and a pre- and post-doctoral fellows program. Woodson fellows are pre- and postdoctoral students in the fields of humanities and social sciences who come from around the globe to pursue research on topics related to African-American and African Studies and to participate in the diverse community of scholars found at the University.

Armstead L. Robinson was a respected historian and scholar who studied and wrote about slavery and the Confederacy. His best-known work, *Bitter Fruits of Bondage: The Demise of Slavery and the Collapse of the Confederacy, 1861-1865*, was completed by other scholars and published posthumously. Robinson passed away in 1995 at the age of 48.

Robinson was born in New Orleans in 1947 and attended Yale College, from which he took an undergraduate degree, with honors, in 1969. He received a Ph.D. from the University of Rochester in 1977. As a student at Yale, he was involved in developing their Black Studies program. Robinson came to the University of Virginia in 1980 to teach in the Black Studies department. At UVA, he developed and pursued his vision of a more comprehensive teaching and research program. This vision, which became the Carter G. Woodson Institute, incorporated the Black Studies major and the highly competitive and internationally recognized Woodson Fellows program. Robinson served as the Carter G. Woodson Institute's director from its inception until his death.

DISCUSSION: The Board of Visitors approved a quasi-endowment from Strategic Investment Fund monies to endow a professorship in the Carter G. Woodson Institute. Leadership and the Institute recommend naming this professorship in honor of Armstead L. Robinson, the founder and first director of the Carter G. Woodson Institute. This professorship will provide salary and non-salary support for a faculty member in the field of African-American and African Studies.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

ESTABLISHMENT OF THE ARMSTEAD L. ROBINSON PROFESSORSHIP

WHEREAS, the Carter G. Woodson Institute was the vision of historian and Black Studies professor Armstead L Robinson, who came to the University in 1980 and led the Institute as its director from 1981 until his untimely death in 1995; and

WHEREAS, the Board of Visitors established a quasi endowment from Strategic Investment Funds to endow a professorship in the Carter G. Woodson Institute; and

WHEREAS, the University recommends naming the professorship in honor of Armstead L. Robinson;

RESOLVED, the Board of Visitors establishes the Armstead L. Robinson Professorship in African-American and African Studies at the College and Graduate School of Arts & Sciences.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.B. Establishment of the David M. LaCross Professorship

BACKGROUND: Donors David M. LaCross and his wife Kathleen O. LaCross are both alumni of the University. David M. LaCross took a B.S. from the McIntire School of Commerce in 1974 with a major in accounting, and an M.B.A. from the Darden School of Business in 1978. Kathleen O. LaCross took a B.A. from the College of Arts & Sciences in 1976, majoring in psychology. They have two children, Kristin and Michael.

4 Mr. LaCross began his career at BankAmerica Corp., now known as Bank of America. He remained with Bank of America for 10 years and rose to the position of Senior Vice President by 1989. Mr. LaCross left Bank of America to found his own company, Risk Management Technologies, which was acquired by Fair Isaac Companies in 1997.

Mr. LaCross and his son currently own and operate Morgan Territory Brewing in Antioch, California.

DISCUSSION: The LaCross' intent in funding a professorship is to support a Distinguished Scholar in the area of quantitative analysis or finance at the Darden School of Business.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

ESTABLISHMENT OF THE DAVID M. LACROSS PROFESSORSHIP

WHEREAS, David M. LaCross took a B.A. from the McIntire School of Commerce in 1974 and an M.B.A. from the Darden School of Business in 1978, worked at Bank of America where he rose to the position of Senior Vice President, and later founded his own company, Risk Management Technologies; and

WHEREAS, his wife, Kathleen O. LaCross, took a degree from the College of Arts & Sciences in 1976; and

WHEREAS, David M. LaCross and Kathleen O. LaCross provided the funding to support a Distinguished Scholar in the area of quantitative analysis or finance at the Darden School of Business;

RESOLVED, the Board of Visitors establishes the David M. LaCross Professorship at the Darden School of Business; and

RESOLVED FURTHER, the Board of Visitors offers profound thanks to David and Kathleen LaCross for their generous contributions to the Darden School of Business and the University of Virginia.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.C. Establishment of the Robert Thomson Distinguished Professorship in Science, Technology and Society, and the Robert Thomson Distinguished Professorship in Engineering and Applied Science

BACKGROUND: Robert Thomson took a B.S. in chemical engineering from the School of Engineering and Applied Science in 1950. Prior to attending the University, he attended school in New Jersey and served in the military during World War II.

9 Mr. Thomson spent much of his career at E.I. du Pont de Nemours and Company, and lived in Easley, South Carolina. He passed away on January 15, 2015 in Charlottesville.

DISCUSSION: Mr. Thomson provided funding through his will to support two professorships in the School of Engineering and Applied Science: the Robert Thomson Distinguished Professorship in Science, Technology and Society and the Robert Thomson Distinguished Professorship in Engineering and Applied Science, each with the following terms:

The Robert Thomson Distinguished Professorship in Science, Technology and Society

Mr. Thomson's experience as a student of Joseph L. Vaughan, an alumnus of the University and a distinguished English professor at the School of Engineering and Applied Science, inspired him to provide funding for this chair, which is to be awarded to attract or retain an outstanding teacher in the area of communication or ethics for the undergraduate program. Mr. Thomson asked that if in the future these areas of expertise are taught in an academic department that is different from the Science, Technology, and Society Department, then at the discretion of the dean of the School of Engineering and Applied Science this chair may be awarded in a different area of the School of Engineering and Applied Science, or in a different school in the University.

The Robert Thomson Distinguished Professorship in Engineering and Applied Science

Mr. Thomson wanted to ensure that the School of Engineering and Applied Science had the ability to attract and retain top professors for years to come. He specified that preference should be given to a professor in the Department of Chemical Engineering unless, in the view of the dean, the priority is determined to be in another area of the School.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

ESTABLISHMENT OF THE ROBERT THOMSON DISTINGUISHED PROFESSORSHIP IN SCIENCE, TECHNOLOGY, AND SOCIETY, AND THE ROBERT THOMSON DISTINGUISHED PROFESSORSHIP IN ENGINEERING AND APPLIED SCIENCE

WHEREAS, Robert Thomson took a Bachelor of Science in chemical engineering from the School of Engineering and Applied Science in 1950 and spent much of his career at Du Pont De Nemours and Company; and

WHEREAS, Mr. Thomson provided funding through his will to support two professorships in the School of Engineering and Applied Science to: 1) attract or retain an outstanding teacher in communication or ethics; and 2) ensure that the School of Engineering and Applied Science has the ability to attract and retain top faculty for years to come;

RESOLVED, the Board of Visitors establishes the Robert Thomson Distinguished Professorship in Science, Technology, and Society, and the Robert Thomson Distinguished Professorship in Engineering and Applied Science; and

RESOLVED FURTHER, the Board of Visitors offers profound thanks to the estate of Robert Thomson for these generous contributions to the School of Engineering and Applied Science and the University of Virginia.

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**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.D. Establishment of the Frank M. Sands Sr. (M.B.A. '63) Professorships: Marjorie R. Sands Professorship, Julie Logan Sands Professorship, and Scott C. Beardsley Professorship

BACKGROUND: Frank M. Sands Sr. (Darden '63) is chairman and founder of Sands Capital Management, which specializes in long-term, growth equity portfolio management. Before founding Sands Capital Management, Mr. Sands served as chief investment officer of the Capital Management Group of Folger Nolan Fleming Douglas, Inc. for six years. He spent three years as director of research and a member of the Board of Directors at Eppler, Guerin & Turner, Inc., an independent investment banking firm based in Dallas, Texas. Before that, he spent 11 years with David L. Babson & Company, Inc., an investment management company in Boston, Massachusetts, the last six years as the director of research and a member of the Board of Directors. Mr. Sands Sr. started his investment career as a research analyst at Loomis Sayles & Company in Boston. He took a B.A. in economics from Dickinson College ('60) before earning his M.B.A. from the Darden School of Business. He currently resides in McLean, VA.

Mr. Sands Sr. serves as a leader in his field and his community, personifying Darden's mission, values, and principles through his actions. He has spent countless hours offering counsel and guidance as a member of the Darden School Foundation Board of Trustees. Mr. Sands Sr. is also a strong supporter, board member and was an early champion of the Richard A. Mayo Center for Asset Management, which increases Darden's asset management capabilities through research, conferences, and education. Mr. Sands Sr. and his son, Frank Sands Jr. (M.B.A. '94), enabled Darden's expansion to Washington D.C. through their gift to build Darden's new campus in the Rosslyn district of Arlington, VA — the UVA Darden Sands Family Grounds — which opened in March 2018. Mr. Sands Sr. was recognized at Darden in April 2017 with the Charles C. Abbott Award, the highest honor the Darden School bestows upon alumni. The school presents this award annually to recognize outstanding contributions of time, energy, and talent.

Mr. Sands Sr.'s generous and historic gift of \$68M to the University of Virginia Darden School of Business, which also honors his late wife Marjorie R. Sands, a lifelong educator, is the largest single gift in Darden's history. A special ceremony in honor of Sands Sr. was held at the Darden School on May 23, 2019 to announce and celebrate the transformational gift. UVA President Jim Ryan, Dean Scott Beardsley, and Frank Sands Sr. all spoke at the event. The \$68M gift unlocked \$14M in matching funds from the University of Virginia Bicentennial Professors Fund, established by the Board of Visitors, making the total impact of Sands' gift \$82M.

Mr. Sands Sr.'s gift provides the funding to create 12 professorships to bolster excellence and innovation in pedagogy and engagement with practice, including case writing and course and program development.

DISCUSSION: Of the 12 funded professorships, eight emerging scholars chairs, called the Frank M. Sands Sr. (M.B.A. '63) Professorships, will enable Darden to recruit and develop top faculty as the next generation of master teachers and scholars. Five of these emerging scholars chairs were established by the Board of Visitors at its June 4, 2020 meeting, and the remaining three emerging scholars chairs are requested at this time, named for the following individuals:

- **Marjorie R. Sands** and her husband, Frank Sands Sr., were married for 52 years. Marjorie was born on April 26, 1940, in Washington, DC, and grew up in Arlington, VA, the daughter of Dr. Blake Smith. Marjorie graduated from Washington-Lee High School in Arlington. After graduation from William and Mary College, she taught at Nottingham and Taylor elementary schools in Arlington.

In 1992, she was co-founder with her husband of Sands Capital Management and worked alongside him to build it into a successful and respected investment management firm. Marjorie was Frank Sands Sr.'s true collaborator in starting Sands Capital Management. She was self-taught and continually worked to advance her skills in bookkeeping and with emerging platforms of business implementation. She was the epitome of a modern-day businesswoman and assisted in elevating Sands Capital Management to where it is today. She retired from the firm in 2004. As the mother of three children and grandmother of eight, she was the beloved center of the Sands family. She passed away in 2015.

- **Julie Logan Sands**, wife of Frank Sands Sr.'s son, Frank Sands Jr., redefines what it means to be a business entrepreneur. Her approach as an efficient multi-tasker, coupled with her can-do attitude, sets her apart as an intellectual, Sands family member, and spouse. She has successfully launched small companies, worked as a general contractor, and serves a vital role as family caregiver. Entrepreneurship and innovation are skills that come naturally to Julie and help define her character.
- **Scott C. Beardsley** serves as the ninth dean of the University of Virginia Darden School of Business and Charles C. Abbott Professor of Business Administration. A passionate educator, he teaches graduate courses at Darden in strategy, leadership, global business, and general management. Motivated by the Darden School's mission to improve the world by developing and inspiring responsible leaders and by advancing knowledge, Dean Beardsley has established a bold vision and strategy for the School and has led innovations and advancements on multiple dimensions. During his tenure, the academic quality and diversity of students at Darden has reached an all-time high, and the GMAT average has risen from 706 to 718. Scholarship fundraising has increased 700%, with a new endowment that enables each full-time MBA student to have a global experience with no additional fees.

Through appointments of top staff and 24 full-time faculty, and numerous faculty promotions, Beardsley has increased the faculty and staff's size, strength, and diversity to record levels.

Darden has received numerous national and international awards and accolades during his tenure as dean including #1 MBA education experience in the world from *The Economist* (five times), and many more. Dean Beardsley has led efforts for the continuous innovation of Darden's programs, including a redesign of Darden's Executive MBA and its global format and expansion to the Washington, D.C. area. Progress towards an ambitious 10-year facilities master plan includes a modern facility in Rosslyn, VA which already has over 250 students.

Before his deanship, Beardsley spent 26 years at McKinsey & Co, serving most recently as senior partner and an elected member of McKinsey's global board of directors. He transitioned to higher education to follow his passion for helping students and academic communities achieve their full potential. He wrote about the rise of nontraditional leaders in academia in his 2017 book, *Higher Calling*.

Beardsley was named the 2020 Dean of the Year by Poets and Quants for his commitment to teaching excellence and his expert leadership during the coronavirus pandemic. A frequent author, speaker, and media commentator, he has presented at venues such as the World Economic Forum at Davos, *The Economist* and *The Financial Times*. He has served on several corporate and community boards.

Beardsley holds an MBA from the Massachusetts Institute of Technology's Sloan School of Management, where he received highest honors as a Henry S. Dupont III Scholar and was elected by the faculty to serve as editor and marketing manager of the *MIT Sloan Management Review*. He received a Bachelor of Science in electrical engineering *magna cum laude* from Tufts University, where he was awarded highest honors as the Eastman Kodak Scholar, and was elected to the national engineering honor societies Tau Beta Pi and Eta Kappa Nu, as president.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

**ESTABLISHMENT OF THE FRANK M. SANDS SR. (M.B.A. '63) PROFESSORSHIPS:
MARJORIE R. SANDS PROFESSORSHIP, JULIE LOGAN SANDS PROFESSORSHIP, AND
SCOTT C. BEARDSLEY PROFESSORSHIP**

WHEREAS, Frank M. Sands Sr.'s historic gift to the Darden School of Business includes funding 12 professorships: eight emerging scholars chairs and four Distinguished Scholars chairs; and

WHEREAS, five emerging scholars chairs were established by the Board of Visitors in June 2020; and

WHEREAS, the University and Mr. Sands Sr. propose the establishment of the remaining three emerging scholars chairs, named in honor of Mr. Sands Sr.'s wife, Marjorie R. Sands; Mr. Sands Jr.'s wife, Julie Logan Sands; and the ninth dean of the Darden School of Business, Scott C. Beardsley;

RESOLVED, the Board of Visitors establishes the following Frank M. Sands Sr. (M.B.A. '63) Professorships at the Darden School of Business, to recruit and develop top faculty as the next generation of master teachers and scholars: Marjorie R. Sands Professorship, Julie Logan Sands Professorship, and Scott C. Beardsley Professorship; and

RESOLVED FURTHER, the Board of Visitors congratulates the professorship honorees and offers profound thanks to Frank M. Sands Sr. for his historic and generous contributions to the Darden School of Business and the University of Virginia.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.E. Establishment of the Frank M. Sands Sr. (M.B.A. '63) Professorships: John D. Forbes Distinguished Professorship, Robert D. Landel Distinguished Professorship, Robert F. Bruner Distinguished Professorship, and Yiorgos Allayannis Distinguished Professorship

BACKGROUND: Frank M. Sands Sr. (Darden '63) is chairman and founder of Sands Capital Management, which specializes in long-term, growth equity portfolio management. Before founding Sands Capital Management, Mr. Sands served as chief investment officer of the Capital Management Group of Folger Nolan Fleming Douglas, Inc. for six years. He spent three years as director of research and a member of the Board of Directors at Eppler, Guerin & Turner, Inc., an independent investment banking firm based in Dallas, Texas. Before that, he spent 11 years with David L. Babson & Company, Inc., an investment management company in Boston, Massachusetts, the last six years as the director of research and a member of the Board of Directors. Mr. Sands started his investment career as a research analyst at Loomis Sayles & Company in Boston. He took a B.A. in economics from Dickinson College ('60) before earning his M.B.A. from the Darden School of Business. He currently resides in McLean, VA.

Mr. Sands Sr. serves as a leader in his field and his community, personifying Darden's mission, values, and principles through his actions. He has spent countless hours offering counsel and guidance as a member of the Darden School Foundation Board of Trustees. Mr. Sands Sr. is also a strong supporter, board member and was an early champion of the Richard A. Mayo Center for Asset Management, which increases Darden's asset management capabilities through research, conferences, and education. Mr. Sands Sr. and his son, Frank Sands Jr. (M.B.A. '94), enabled Darden's expansion to Washington D.C. through their gift to build Darden's new campus in the Rosslyn district of Arlington, VA — the UVA Darden Sands Family Grounds — which opened in March 2018. Mr. Sands Sr. was recognized at Darden in April 2017 with the Charles C. Abbott Award, the highest honor the Darden School bestows upon alumni. The school presents this award annually to recognize outstanding contributions of time, energy, and talent.

Mr. Sands Sr.'s generous and historic gift of \$68M to the University of Virginia Darden School of Business, which also honors his late wife Marjorie R. Sands, a lifelong educator, is the largest single gift in Darden's history. A special ceremony in honor of Sands Sr. was held at the Darden School on May 23, 2019 to announce and celebrate the transformational gift. UVA President Jim Ryan, Dean Scott Beardsley and Frank Sands Sr. all spoke at the event. The \$68M gift unlocked \$14M in matching funds from the University

of Virginia Bicentennial Professors Fund, established by the University of Virginia Board of Visitors, making the total impact of Sands' gift \$82M.

Mr. Sands Sr.'s gift provides the funding to create 12 professorships to bolster excellence and innovation in pedagogy and engagement with practice, including case writing and course and program development.

DISCUSSION: Of the 12 funded professorships, four Distinguished Scholars chairs will honor Darden professors who each possess a personal legacy of exceptional teaching and commitment to the Darden School:

- **John Douglas Forbes** was a founding member of the University of Virginia Darden School of Business faculty and its first director of admissions. His extraordinary life and career helped build Darden to a nationally and internationally recognized top business school. Darden's first dean, Charles Abbott, made Forbes the school's first professor in 1954 before its doors opened to students the following year. He helped to design the curriculum for its inaugural class in 1955. Forbes taught management communications and business history until he retired in 1980.

Professor Forbes earned his bachelor's degree from the University of California-Berkeley, followed by a master's degree from Stanford University and Ph.D. from Harvard. He began his college teaching career at the University of Kansas in 1940 and served in the U.S. Army during World War II.

Professor Forbes served as curator for paintings at the San Francisco World's Fair (1938-40) and taught history, fine arts and communications at Wabash College, Bennington College, and other liberal arts institutions after completing his Ph.D.

Forbes summed up his own quarter-century career at Darden: "I have tried to give our students an outlook and training which will contribute two ends: give them competitive advantage over the products of other business schools and strengthen the business community by helping business people be civilized and responsible."

After his retirement, Professor Forbes taught a popular course on art and architectural history in UVA's School of Continuing and Professional Studies until 2003. He also served as the inspiration for a new, upper-level writing and public speaking seminar for undergraduate students in the College and Graduate School of Arts & Sciences. A \$250,000 gift from 1963 Darden alumnus Lee Forker Jr. in 2016 helped launch the John D. Forbes Seminar for Career-Focused Writing and Communications. Professor Forbes passed away in 2018 at the age of 107.

- **Robert D. Landel**, Henry E. McWane Professor of Business Administration, taught courses in innovation and operations management, systems thinking, and operational effectiveness in the Darden School's MBA degree program. He also served on the faculty of several Darden Executive Education programs.

Professor Landel has been a consultant to manufacturing and service companies in the areas of operations strategy development, high-performance work systems design, improvement management, executive-level operations, leadership teaching, and mid-level management coaching.

Professor Landel earned a Bachelor of Science in Biomedical Engineering, Master of Science in Information Management, and Ph.D. from the Georgia Institute of Technology. Professor Landel took a service oriented approach to teaching and student engagement, staying focused on providing educational opportunities both in and outside the classroom. Professor Landel retired in 2019 after nearly 50 years of service to Darden.

Robert F. Bruner is University Professor, Distinguished Professor of Business Administration, and dean emeritus of the Darden School of Business. He has also held visiting appointments at Harvard and Columbia Universities in the United States, INSEAD in France and IESE in Spain. He is the author, co-author or editor of more than 20 books on finance, management, and teaching, and has won several teaching awards. Currently, he teaches and writes in finance and management.

As a financial economist, Professor Bruner is best known for his research on mergers and acquisitions, corporate finance, and financial panics. His books, *Case Studies in Finance* (with Kenneth Eades and Michael Schill, now in its eighth edition), *Deals from Hell* and *Applied Mergers and Acquisitions*, have helped numerous practitioners and students toward successful transactions. His book published in 2007, *The Panic of 1907: Lessons Learned from the Market's Perfect Storm*, with Sean D. Carr, attracted wide attention for its discussion of the underpinnings of financial crises.

In 2011, Bruner led a global task force of deans for the Association to Advance Collegiate Schools of Business that produced a comprehensive review of global management education. He is the author and co-author of over 300 teaching case studies.

As dean of the Darden School from 2005 to 2015, Professor Bruner chartered or led a series of initiatives that prompted the revision of Darden's residential MBA program, launched Darden's EMBA and GEMBA programs, raised the profile of admitted students, led the top talent hiring of new faculty and staff, improved the diversity of the Darden community, raised over \$165M in new funds, and saw Darden's rankings rise to the Top 10 of U.S. schools.

From 2007 to 2009, Bruner served as a member of the board of directors of the Graduate Management Admission Council, which administers the GMAT entrance exam for business schools. From 2009 to 2011, he chaired the board of the Consortium for Graduate Study in Management, an alliance of 15 leading American

business schools and over 100 top corporations in the United States that aims to enhance diversity in business education and leadership. He has served on the boards of various nonprofit organizations, including the Darden School Foundation, and two for-profit corporations. In 2012, Poets & Quants and CNNMoney/Fortune named him "Dean of the Year."

Bruner received a B.A. from Yale University in 1971 and the MBA and DBA degrees from Harvard University in 1974 and 1982, respectively.

Yiorgos Allayannis is a Professor of Business Administration and former associate dean of Darden's Global Executive MBA (GEMBA) program. He is an expert in corporate finance, risk management, financial institutions, and international finance. His research has been published in leading finance journals, such as the Journal of Finance, the Journal of Financial Economics and the Review of Financial Studies. His case-writing activity focuses in the areas of financial institutions, fintech, capital markets, and international finance.

Professor Allayannis has taught the First Year Finance course for the MBA and GEMBA programs and elective courses in Portfolio, Valuation, Financial Institutions and Markets and Global Capital Markets, as well as in programs in Darden's Executive Education, the CFA Institute and the World Bank. He was the recipient of the University of Virginia Alumni Association Distinguished Professor Award in 2011; the Outstanding Faculty Award six times (last time in 2017); and was elected faculty marshal six times by the graduating MBA classes. He was also the recipient of The Case Center award in 2014 in the area of finance, accounting, and control. From 2005 to 2007, Allayannis was a director in Citigroup's Global Financial Strategy Group in the Investment Banking Division. He worked extensively with clients in the financial institutions and industrial sectors advising on a broad range of issues such as capital structure, credit ratings, capital distribution policies, valuation, and risk management.

Allayannis earned an undergraduate degree from the National Technical University of Athens, an MBA from the University of Massachusetts, and an MPhil and Ph.D. from New York University.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

**ESTABLISHMENT OF THE FRANK M. SANDS SR. (M.B.A. '63) PROFESSORSHIPS:
JOHN D. FORBES DISTINGUISHED PROFESSORSHIP, ROBERT D. LANDEL
DISTINGUISHED PROFESSORSHIP, ROBERT F. BRUNER DISTINGUISHED
PROFESSORSHIP, AND YIORGOS ALLAYANNIS DISTINGUISHED PROFESSORSHIP**

WHEREAS, Frank M. Sands Sr.'s historic gift to the Darden School of Business includes funding 12 professorships: eight emerging scholars chairs and four Distinguished Scholars chairs; and

WHEREAS, the University and Mr. Sands Sr. propose the establishment of the four Distinguished Scholars chairs, named in honor of four distinguished faculty members: John D. Forbes, Robert D. Landel, Robert F. Bruner, and Yiorgos Allayannis;

RESOLVED, the Board of Visitors establishes the following Frank M. Sands Sr. (M.B.A. '63) Professorships at the Darden School of Business, each to support a Distinguished Scholar: John D. Forbes Distinguished Professorship, Robert D. Landel Distinguished Professorship, Robert F. Bruner Distinguished Professorship, Yiorgos Allayannis Distinguished Professorship; and

RESOLVED FURTHER, the Board of Visitors congratulates the professorship honorees and offers profound thanks to Frank M. Sands Sr. for his historic and generous contributions to the Darden School of Business and the University of Virginia.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.F. New Degree Program: Doctor of Philosophy in Data Science in the School of Data Science

BACKGROUND: The University of Virginia proposes to establish and set tuition for a new degree program, a Doctor of Philosophy (Ph.D.) in Data Science, to be offered by the School of Data Science.

DISCUSSION: Situated at the intersection of computer science, systems science, statistics, mathematics, and information science, data science is an interdisciplinary field that uses scientific methods, processes, algorithms, and systems to extract knowledge and insights from various forms of data. The purpose of the proposed Ph.D. in Data Science is to prepare data scientists for roles in academia and industry by creating a scholarly environment in which methodological creativity and innovation are applied to scientific and societally important problems. The proposed program will merge sophisticated data science research with the intricate details of practical applications to produce cycles of discovery across a wide range of disciplines. Embedding value-based and ethical analyses in all aspects of data science is also a key focus of the proposed degree. This degree offering will bolster the University's investment in the School of Data Science and support the School's continued reputational advancement in graduate education.

The proposed degree program will produce graduates with the advanced knowledge and skills necessary to develop, translate, and apply methodological innovations to drive scientific discovery and inform effective, data-driven governance in the public and private sectors. A robust core curriculum will train students to design and implement effective data systems, architectures, and pipelines in both development and production environments. Students will learn to design and deploy methods of encoding, curating, analyzing, and communicating data and its multivariate characteristics for a variety of audiences and users. Graduates will be highly skilled and ethically responsible researchers fluent in the emerging field of data science.

The proposed Ph.D. in Data Science is an 81-credit hour program composed of 45 credit hours of graded coursework and 36 credit hours dedicated to research. Candidates will be required to complete at least two research rotations, a major research project, comprehensive examinations, and successfully defend a dissertation proposal. The academic core of the proposed Ph.D. in Data Science will be carried out by the School of Data Science. In addition, graduate students will benefit from the expertise of research mentors and scholars in various peer and domain areas across the University.

The University of Virginia would be the first institution in the Commonwealth of Virginia to offer a Ph.D. in Data Science. While George Mason University and Virginia Tech offer doctorates in the closely aligned fields of Computational Sciences & Informatics and Statistics, no Ph.D. in Data Science degree programs have previously existed in Virginia. Relevant labor market projections indicate state and national growth of 8% or higher for computer information and research scientists and postsecondary teachers. These figures indicate a strong demand for highly trained data scientists which graduates of UVA's proposed degree program will be well prepared to meet.

For FY 2021-2022 the School of Data Science recommends setting the initial tuition for this degree as follows:

Years	Proposed 2021-2022 Tuition & Required Fees	
	In State	Out of State
Yrs 1-3	\$20,906	\$30,914
Yrs 4+	\$8,632	\$9,314

These tuition rates are based on market demand and cost of instructional delivery, and are similar to PhD tuition rates assessed by other schools at the University. Revenue generated from tuition and fees, along with other revenue sources, will be used for investments in this program along with other school priorities.

The degree program has been approved by the Faculty Council of the School of Data Science, the University Faculty Senate, the provost, and the president. All degree programs must be approved by the Board of Visitors before they can be forwarded to the State Council of Higher Education for Virginia for review and consideration of approval.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

NEW DEGREE PROGRAM: DOCTOR OF PHILOSOPHY IN DATA SCIENCE IN THE SCHOOL OF DATA SCIENCE

RESOLVED, subject to approval by the State Council of Higher Education for Virginia, the Doctor of Philosophy in Data Science is established in the School of Data Science.

RESOLVED FURTHER, the tuition and fees are approved as shown below, effective July 1, 2021:

Years	Proposed 2021-2022 Tuition & Required Fees	
	In State	Out of State
Yrs 1-3	\$20,906	\$30,914
Yrs 4+	\$8,632	\$9,314

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.G. New Degree Program: Bachelor of Arts in Computer Science in the College and Graduate School of Arts & Sciences

BACKGROUND: The University of Virginia proposes to establish a new degree program, a Bachelor of Arts (B.A.) in Computer Science, to be offered by the College and Graduate School of Arts & Sciences (the College).

DISCUSSION: The field of Computer Science centers on the study of information processes, with a focus on computer theory, computing problems and solutions, and the design of computer systems and user interfaces. The purpose of the proposed B.A. in Computer Science is to provide students with a deep understanding of computing and critical thinking skills in preparation for careers in technology and allied fields that integrate computing with the arts and sciences. Through a robust core curriculum, students will learn to engage, consider, and predict the properties of various information processes. The program will also provide students with the knowledge and skills necessary to design and implement information processes elegantly and efficiently in hardware and software. Graduates will be prepared to succeed in ‘traditional’ computing careers in the rapidly growing high-tech industry, as well as in jobs that require knowledge of both computing and another discipline in the liberal arts.

The proposed B.A. in Computer Science builds and expands upon the existing major within the Bachelor of Arts in Interdisciplinary degree program that has been in place since 2006. Like the existing interdisciplinary major, the proposed degree will be offered by the College in collaboration with the Department of Computer Science (the Department) in the School of Engineering and Applied Science and administered by a joint committee of faculty from the two schools. Students who complete the proposed B.A. in Computer Science will gain the knowledge and skills required to: 1) Analyze complex computing problems in order to apply principles of computing and other relevant disciplines to identify solutions; 2) Apply computer science theory and software development fundamentals to produce computing-based solutions; 3) Design, implement, and evaluate computing-based solutions to meet given sets of computing requirements in the context of the program’s discipline; 4) Recognize professional responsibilities and make informed judgments in computing practice based on legal and ethical principles; and 5) Apply basic principles and practices for secure computing.

The proposed degree program will require 120-credit hours, including 55 credit hours of general education requirements; 20 credit hours of core required coursework; nine credit hours of restricted electives in computer science; and 12 credit hours of integration electives, drawn from approved lists of non-Computer Science courses that

explore applications of computing in the fields of arts and sciences. Students will be required to complete seven credit hours of prerequisite coursework in computer science and data structures to declare the major, which may be satisfied by Advanced Placement and International Baccalaureate credits. The academic core of the proposed degree and associated student advising will be carried out by the Department of Computer Science. Once the B.A. in Computer Science is approved, the Computer Science major within the Bachelor of Arts in Interdisciplinary degree program will close.

The University of Virginia would be the second public institution in the Commonwealth of Virginia to offer a B.A. in Computer Science. Longwood University offers a B.A. in Computer Science through its Department of Mathematics and Computer Science, which resides in the institution's College of Arts & Sciences. Sixteen public institutions offer the B.S. in Computer Science degree, including UVA, George Mason, James Madison, Old Dominion, Virginia Commonwealth, Virginia State, and Virginia Tech. UVA would be the first to offer a computer science degree for non-engineering students through a collaboration between its liberal arts and engineering schools. The proposed B.A. in Computer Science is further distinguished by its inclusion of an interdisciplinary arts and sciences component in the form of its integration electives requirement. Relevant labor market projections indicate state (15% or higher) and national (7% or higher) growth for computer systems analysts, database administrators, and software developers over the next 10 years. These figures indicate strong demand for employees with computer science skills, which graduates of this proposed degree program will be well-prepared to meet.

The degree program has been approved by the Faculty Council of the College and Graduate School of Arts & Sciences, the University Faculty Senate, the provost, and the president. All degree programs must be approved by the Board of Visitors before they can be forwarded to the State Council of Higher Education for Virginia for review and consideration of approval.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

NEW DEGREE PROGRAM: BACHELOR OF ARTS IN COMPUTER SCIENCE IN THE COLLEGE AND GRADUATE SCHOOL OF ARTS & SCIENCES

RESOLVED, subject to approval by the State Council of Higher Education for Virginia, the Bachelor of Arts in Computer Science is established in the College and Graduate School of Arts & Sciences.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: II.H. Enrollment Projections – University of Virginia

BACKGROUND: Every two years, in the odd-numbered year, the State Council of Higher Education for Virginia (SCHEV) asks public institutions of higher education to update their enrollment projections. New enrollment projections for fall 2021 through fall 2027 must be approved by the Board of Visitors for submission to SCHEV in April 2021.

DISCUSSION: The proposed seven-year projections, presented below, generally sustain the enrollments achieved through the period of planned growth from academic years 2011-2012 through 2018-2019. These projections may be revised in two years as the University, in consultation with its schools, develops a systematic process for planning enrollments.

Undergraduate Students (on-Grounds): The proposed projections result in growth of 1% compared to fall 2018, which was the end of the period of planned growth. Compared to fall 2020, total undergraduate enrollment is projected to decrease by 2%, as the classes that entered in 2019 and 2020, which exceeded their established goals, graduate and are replaced by classes that return to their planned size.

Graduate Students (On-Grounds): The proposed projections include overall growth of 3% during the seven-year period. This growth, predominantly in the School of Engineering and Applied Science and the School of Data Science, aligns with expansion in research and several new graduate programs.

Law and Medicine: The Law School will reduce its enrollment over the seven-year period by 2%. Although the School of Medicine's total enrollment will remain level at 616 throughout the period, 36 students in 2021 and 72 each year thereafter will be moved into the off-Grounds category as they will complete their 3rd- and 4th-year clinical rotations at the INOVA Fairfax campus.

On-Grounds Total: The proposed projections forecast a decrease of 1% in the total number of students completing credit-bearing coursework at the University in Charlottesville. This total does not include students completing credit-bearing courses at other sites or students completing a distance-learning program in which all instruction is delivered online.

Off-Grounds Total: The proposed projections include an increase of 38% in the total number of students completing credit-bearing courses at sites other than the University in Charlottesville, as well as those completing a distance-learning program in which all

instruction is delivered online. The growth is expected to be predominantly at the graduate level in the School of Data Science, the School of Education and Human Development, and the School of Continuing and Professional Studies.

Total Enrollment: The total number of students enrolled for credit is projected to increase by 458 or 2%.

ACTION REQUIRED: Approval by the Academic and Student Life Committee and by the Board of Visitors

UNIVERSITY OF VIRGINIA ENROLLMENT PROJECTIONS – THROUGH ACADEMIC YEAR 2027-2028

WHEREAS, the State Council of Higher Education for Virginia requires that a six-year enrollment projection be submitted every two years by public institutions of higher education to assist in statewide enrollment planning efforts; and

WHEREAS, the University’s existing enrollment plan, approved by the Board of Visitors in February 2019, must be updated to reflect projected undergraduate and graduate enrollment levels through academic year 2027-2028;

RESOLVED, the Executive Vice President and Provost is authorized to continue to implement plans with the State Council of Higher Education for Virginia as outlined in the table below.

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University of Virginia
Fall Census Headcount Enrollment Projections

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
On-Grounds													
Total Undergraduate	13,212	13,545	13,869	13,805	14,149	14,291	14,297	14,445	14,591	14,641	14,898	15,405	15,669
First-Year	3,101	3,096	3,112	3,091	3,248	3,256	3,246	3,243	3,434	3,397	3,517	3,709	3,674
New Transfers (full-time)	493	529	532	503	552	534	566	573	542	536	595	612	609
Graduate	4,800	4,823	4,836	4,893	4,961	5,041	4,860	4,885	4,778	4,712	4,594	4,708	4,686
Law and Medicine	1,631	1,650	1,694	1,699	1,724	1,725	1,738	1,719	1,737	1,742	1,746	1,687	1,630
On Grounds Total	19,643	20,018	20,399	20,397	20,834	21,057	20,895	21,049	21,106	21,095	21,238	21,800	21,985
Off-Grounds	3,434	3,323	3,366	3,671	3,423	3,484	3,460	3,342	3,191	2,812	2,226	1,932	1,898
<hr/>													
	2016	2017	2018	2019	2020		2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
On-Grounds													
Total Undergraduate	15,891	16,034	16,262	16,588	16,325	16,816	16,686	16,623	16,481	16,470	16,470	16,470	16,470
First-Year	3,683	3,788	3,822	3,920	3,748	3,785	3,778	3,778	3,778	3,778	3,778	3,778	3,778
New Transfers (full-time)	618	640	654	637	623	697	643	643	643	643	643	643	643
Graduate	4,921	5,170	5,149	5,315	5,217	5,399	5,262	5,310	5,367	5,405	5,456	5,507	5,561
Law and Medicine	1,579	1,601	1,597	1,656	1,585	1,581	1,570	1,504	1,510	1,518	1,518	1,518	1,518
On Grounds Total	22,391	22,805	23,008	23,460	23,127	23,796	23,518	23,437	23,358	23,393	23,444	23,495	23,549
Off-Grounds	1,507	1,555	1,631	1,558	1,989	1,846	1,937	2,044	2,206	2,349	2,471	2,518	2,551
Notes: Above numbers include all students enrolled for credit based on fall census .											Institutional Research and Analytics		
The First-Year and New Transfer counts are included in the Undergraduate total.											Proposed 2-17-21		
Beginning in 2017, London First & similar program students are included in: 1) FY total and 2) on-grounds total.													
Prior to 2011, BIS and BPS students in Tidewater, Richmond, and Northern Virginia were included in on-grounds total.													
Examples of changes affecting off-grounds totals include terminating Semester at Sea in 2016 and excluding FBI Academy counts.													
Prior to 2019 projection, SCPS enrollments were reported separately; these are now subsumed under the on- and off-grounds projections													

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: III. Executive Vice President and Provost Remarks

ACTION REQUIRED: None

BACKGROUND: Provost Magill will make remarks regarding recent noteworthy events and accomplishments.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: IV. Research Report

ACTION REQUIRED: None

BACKGROUND: Mr. Ramasubramanian will present a brief report on the University's research enterprise, including the elements that serve as the foundation for the University's long-term strategic vision and aspirations.

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY**

BOARD MEETING: March 5, 2021

COMMITTEE: Academic and Student Life

AGENDA ITEM: V. Faculty Perspective on Teaching Innovations

ACTION REQUIRED: None

BACKGROUND: In April 2020, UVA transitioned approximately 4,200 classes online in 10 days. Nearly every student became an online learner and every professor became an online instructor. Currently, about a quarter of classes across the University offer an in-person component. Faculty are committed to serving students' needs through a variety of instructional modes while also prioritizing safety and health. To complement online instruction, faculty and staff are finding innovative ways to engage their students through in-person office hours, review sessions, and discussion sections. Last semester, Provost Magill hosted a town hall for all faculty focused on this topic, and as recently as last month, she engaged deans, associate deans and department chairs to encourage creating in-person, personalized, and COVID-safe academic experiences for students.

DISCUSSION: Ms. Magill will introduce Ms. Amanda Cowen, Associate Professor of Commerce and Associate Dean for Graduate Programs at the McIntire School of Commerce, and Ms. Sarah Kucenas, Professor of Biology in the College and Graduate School of Arts & Sciences. They will share how they have altered their teaching practices to support students in a hybrid environment.

Ms. Cowen joined the University in 2007. She was the William Stamps Farish Professor of Free Enterprise from 2015 to 2018 and received an All-University Teaching Award in 2017. In addition to her duties as Associate Dean for Graduate Programs, she also previously served as the Academic Director for the MS in Global Commerce. Her research focuses on corporate governance and strategic leadership, and she has taught these topics at Harvard Business School and the Kennedy School of Government. Prior to receiving her doctoral degree in Management from Harvard Business School, she worked in private industry as a Marketing Manager at Time Inc. in New York City. She received an undergraduate degree in Economics with high honors from Dartmouth College.

Ms. Kucenas is a Professor of Biology in the College and Graduate School of Arts & Sciences who came to UVA in 2009. In 2014, she received the Alumni Board of Trustees Teaching Award and in 2015, received the Rising Star - Virginia Outstanding Faculty Award from The State Council of Higher Education for Virginia. The long-term goal of her research program is to elucidate the cellular and molecular mechanisms that mediate neural-glia and glial-glia interactions during nervous system development and injury/regeneration. Using *Danio rerio* (zebrafish) as a model system, her lab combines genetic and pharmacological perturbation, single cell manipulation, laser ablation/axotomy, small

molecule screening, and *in vivo*, time-lapse imaging to directly and continuously observe glial cell origins, behaviors and interactions in an intact vertebrate. Prior to joining the University, Ms. Kucenas held a postdoctoral appointment at Vanderbilt University. She received her PhD in Pharmacological & Physiological Science from Saint Louis University and her Bachelor of Science in Biology and a minor in English from Valparaiso University.