



THE RECTOR AND VISITORS OF THE  
UNIVERSITY OF VIRGINIA

November 13, 2015

MEMORANDUM

TO: The Academic and Student Life Committee:

Barbara J. Fried, Co-Chair  
Bobbie G. Kilberg, Co-Chair  
Frank B. Atkinson  
Mark T. Bowles  
Whittington W. Clement  
Frank M. Conner III  
Helen E. Dragas  
Frank E. Genovese  
Tammy S. Murphy  
William H. Goodwin Jr., Ex-officio  
Joe Garofalo, Faculty Consulting Member  
Daniel T. Judge, Student Member  
Allison S. Linney, Consulting Member

and

The Remaining Members of the Board:

L.D. Britt, M.D.	John G. Macfarlane III
Kevin J. Fay	James V. Reyes
John A. Griffin	Jeffrey C. Walker
Victoria D. Harker	

FROM: Susan G. Harris

RE: Minutes of the Academic and Student Life Committee on  
November 13, 2015

The Academic and Student Life Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 8:30 a.m., on Friday, November 13, 2015, in the Auditorium of the Albert & Shirley Small Special Collections Library of the Harrison Institute. Barbara J. Fried, Co-Chair, presided.

Present were William H. Goodwin Jr., Mark T. Bowles, Frank M. Conner III, Frank E. Genovese, Tammy S. Murphy, Joe Garofalo, Daniel T. Judge, and Allison S. Linney.

Kevin J. Fay, John A. Griffin, John G. Macfarlane III, James V. Reyes, and Jeffrey C. Walker were also present.

Present as well were Teresa A. Sullivan, Patrick D. Hogan, Thomas C. Katsouleas, Richard P. Shannon, M.D., Susan Carkeek, Susan G. Harris, Richard C. Kast, Patricia M. Lampkin, David W. Martel, Phillip A. Parrish, Debra D. Rinker, Nancy A. Rivers, Roscoe C. Roberts, Colette Sheehy, and Farnaz F. Thompson.

Additional presenters were Craig H. Benson, Gregory W. Roberts, and David S. Wilkes, M.D.

#### Opening Remarks by the Committee Co-Chair

Ms. Fried said the committee will be discussing the work plan; it does not mention diversity and inclusion but that is because diversity and inclusion are integral to everything the University does, so it is the thread that runs through it all.

Ms. Fried mentioned Total Advising – she said the Advising Center is very exciting because it puts it all together and makes all kinds of advising available to students.

Ms. Fried asked Ms. Sullivan to present the action items. Ms. Sullivan spoke about each professorship, and on motion, the Committee approved all of the action items.

#### Action Item: Establishment of the Wallace C. Nunley Professorship in Family Practice

##### ESTABLISHMENT OF THE WALLACE C. NUNLEY PROFESSORSHIP IN FAMILY PRACTICE

WHEREAS, after graduating from the School of Medicine in 1948, Wallace C. Nunley, M.D., completed a residency in Family Medicine in 1950, laying the foundation for a distinguished career as a provider of consistent and comprehensive care for individuals and their families; and

WHEREAS, during the first years of his medical career, Dr. Nunley was a family physician in Rupert, West Virginia, before moving his family and practice to Clifton Forge in 1956, where he practiced for 31 years. Over the course of his career, he made countless house calls, saw thousands of patients, and delivered many babies; and

WHEREAS, Dr. Nunley was a generous man and a member of many medical associations, serving on a number of medical and hospital boards, including the Virginia Academy of Family Physicians, the Virginia Medical Society, the Alleghany Regional Hospital Staff, and the Alleghany Foundation. He was active in many civic activities in the Clifton Forge area and served on the University of Virginia Student Aid Foundation Board from 1981 to 1989; and

WHEREAS, to expand the University's capacity to train future generations of family physicians, Dr. Nunley made a planned gift to help the School of Medicine attract and retain superb teachers and clinicians in this field. Dr. Nunley made this generous gift in appreciation of the training he received, specifically from his mentors, Drs. Thornton and Beckwith, for their willingness to share their knowledge and go beyond mentoring to friendship;

RESOLVED, the Board of Visitors establishes the Wallace C. Nunley Professorship in Family Practice; and

RESOLVED FURTHER, the Board expresses its gratitude for Dr. Nunley's extraordinary generosity to the School of Medicine and the University of Virginia.

Action Item: Establishment of the G. J. Wang, M.D. Professorship in Orthopaedic Surgery

ESTABLISHMENT OF THE G.J. WANG, M.D. PROFESSORSHIP IN ORTHOPAEDIC SURGERY

WHEREAS, Gwo Jaw Wang, M.D. took a medical degree from the Kaohsiung Medical School in 1966 and completed post-graduate work that included an internship and residency at hospitals in Taipei, Taiwan, a rotating internship at West Suburban Hospital in Oak Park, Illinois, and two residencies in Orthopaedic Surgery at the University of Virginia. He also served as a Fellow in Bone Pathology at the University from 1974-1975; and

WHEREAS, Dr. Wang has served as a faculty member in the Department of Orthopaedics at the University since 1975, specializing in hip and knee reconstructive surgery. In 1992, he became the chair of the department, and from 1994-2000 he held the Lillian T. Pratt Professorship in Orthopaedics. During his career, he also held numerous visiting professorship appointments in China and Taiwan. In 2009, he became Professor Emeritus at the University; and

WHEREAS, in his 45 years of practice, Dr. Wang won numerous awards including the Resident Teaching Award at the University in 2000; the Outstanding Alumni award from Kaohsiung Medical School in 1993; the Otto Aufrane Award from the Hip Society, American Academy of Orthopaedic Surgery in 1992; and a Lifetime Achievement and Excellence in Orthopaedic Teaching award from the Department of Orthopaedics in 2001; and

WHEREAS, Dr. and Mrs. Wang, the Department of Orthopaedics, and many other friends and colleagues contributed to the creation of a fund sufficient to support the establishment of a professorship in Dr. Wang's name; and

WHEREAS, the purpose of the G.J. Wang, M.D. Professorship in Orthopaedic Surgery is to recruit and retain exceptional faculty who

will bolster the department and enhance the Health System's reputation as a world leader in orthopaedic care, education, and research;

RESOLVED, the Board of Visitors establishes the G.J. Wang, M.D. Professorship in Orthopaedic Surgery; and

RESOLVED FURTHER, the Board thanks Dr. and Mrs. Wang and the many colleagues and friends who donated to this fund, for their extraordinary generosity to the Department of Orthopaedic Surgery, the School of Medicine, and the University of Virginia.

Action Item: Establishment of the Nelson W. Sisson, M.D. Eminent Scholars Professorship in Otolaryngology

ESTABLISHMENT OF THE NELSON W. SISSON, M.D. EMINENT SCHOLARS PROFESSORSHIP IN OTOLARYNGOLOGY

WHEREAS, Nelson W. Sisson, M.D. studied at the College of William and Mary and graduated from the University of Virginia School of Medicine in 1924, where he was a member of the Pi Mu medical fraternity. Dr. Sisson completed an internship at Orange Memorial Hospital in New Jersey and residency training at the University of Virginia Hospital and St. Luke's Hospital in New York; and

WHEREAS, Dr. Sisson practiced in Otolaryngology at Bellevue Hospital in New York and in private practice in East Orange, New Jersey until 1966; and

WHEREAS, upon Dr. Sisson's retirement he moved to Virginia with his wife Lucille; and

WHEREAS, in 1986 Dr. Sisson created two charitable trusts to benefit the School of Medicine by funding an eminent professorship in the Department of Otolaryngology;

RESOLVED, the Board of Visitors establishes the Nelson W. Sisson, M.D. Eminent Scholars Professorship in Otolaryngology; and

RESOLVED FURTHER, the Board expresses its gratitude for Dr. Sisson's generosity to the School of Medicine and the University of Virginia.

Discussion of Research

Ms. Sullivan opened the research discussion. She invited Craig Benson, Dean of the School of Engineering, and David Wilkes, M.D., Dean of the School of Medicine, to join her. Ms. Sullivan moderated the panel discussion.

Ms. Sullivan asked the panelists to talk about how they recruit faculty. Mr. Benson said the process starts with looking at whether the research is transformative. Dr. Wilkes added that the research

can be informational with the potential to be transformative. He said all the people they consider are smart, but they are looking for people who are both nice and smart; the interpersonal skill set is really important. Mr. Benson said the ability to collaborate is the secret sauce that will make the University really successful over the next 20 years. The University is changing to reward team science, including revising promotion and tenure guidelines; there are key faculty who are good at this.

In answer to a question, Ms. Sullivan said research in the humanities is also important, and in these fields the "lone wolf" researcher is more prevalent. There is some move toward working in teams. Dr. Wilkes said there are differences in measuring faculty prominence in science versus the humanities. In science research, journal articles and papers are important; a book written in Medicine is not much valued, but in History the book is important. Ms. Sullivan added that a book "on the table" is what is expected in the humanities, and that means a book actually published and printed. Mr. Benson said a comprehensive university with research conducted in all different areas is special.

Dr. Wilkes explained the "H factor": an index to judge the quality of research papers and manuscripts which tells how many times a paper has been cited. It is not the sole index by which an individual is judged, and there can be some gaming of the system. High-tier journals are read more often, and so citations to them are more common. It will give you an idea of quality, but the best index is what the individual is doing now and where they are headed. Mr. Benson said they ask if the person is a leader in pushing the frontiers of knowledge, and do they have a pipeline to sustain for 20 to 30 years.

Dr. Wilkes said the interface between Medicine and Engineering is the next big thing. Mr. Benson agreed, and said it was one of the reasons he came to the University. Figuring out how to operate our world more efficiently is a great opportunity, and Engineering is right in the middle of how to harness information for the betterment of society.

The panelists discussed marketing of science and technology. Dr. Wilkes said having your research cited in the popular press was once frowned upon, but not anymore. The young scientists are very excited about being mentioned in the New York Times and other media. Mr. Martel joined the panelists to outline the work underway to elevate the University's research profile. He said they are working to assist fundraising, faculty recruitment, alumni engagement, legislative understanding, and student recruitment. Mr. Griffin mentioned that he has been talking about the lymphatic system of the brain for the past three months, even though he knows nothing about science.

Dr. Wilkes told the Committee about the "dog and pony show" they are organizing, talking to alumni and other groups around the country

about research. They are pairing a basic scientist with a clinician and an engagement officer to redefine the conversation.

Both panelists spoke about partnerships with industry. Dr. Wilkes said there are huge opportunities for public-private partnerships, but the University needs to be out marketing their abilities. To be a research-intensive university you cannot dabble in research, you must be focused. Therefore, some are going to win and some are going to lose. Ms. Sullivan said the competition for researchers and research funding is primarily the 61 other universities in the American Association of Universities (AAU), and there are a few research-intensive institutions that are not in the AAU because they are not comprehensive universities.

Ms. Fried asked if there is still room for researchers to take risks and to fail. Dr. Wilkes said yes, risk is important. He tells faculty to stay focused but also to be entrepreneurial. Mr. Benson said faculty must be good teachers also – this must be a core value.

Dr. Shannon said retention packages routinely offer money to do experiments that may not be fundable through outside grants, which allow faculty to take risks. He said the number of medical schools conducting cutting edge biomedical research will be winnowed down to about 35 in the next few years. We must make sure we can capture the talent for the University.

Mr. Goodwin asked if there is seed money for new ideas; early stage research that is a bit more innovative. Dr. Wilkes said the University has that, and some federal grants also do this. Ms. Sullivan said many of the deans have seed funds for research; the Vice President for Research controls some of it. Ms. Sullivan said an infusion of money would be very welcome.

Ms. Sullivan said many things come together in synergy: hiring of great faculty, incentives to work together, strategizing in the Health System so that clinical revenues are synergistic with what we are doing in biomedical research, and communications in getting the world to know about our research which in turn helps with recruiting faculty and students.

#### Discussion on Admission Practices

Ms. Fried introduced Mr. Roberts, Dean of Admission. Mr. Roberts said Ms. Fried had asked him how character and personal qualities are evaluated in the admission process. He said he would discuss that particular question as well as the undergraduate program.

He said it is an honor and a tremendous responsibility to enroll an entering class that will shape the University for years to come. The admission process is now a business – it has evolved in many ways that involve intense marketing to students.

Dean Roberts explained the Admission office website information available to students. He said the University enrolls about 600 undergraduate transfer students every year. Most public attention is on the first year review and the transfer process is secondary. He said in many ways reading the transfer applications is more enjoyable because transfer students come in many shapes and sizes.

The University uses an early action program which allows students to submit applications early and get a decision on their application in January. The students are not required to accept before the regular acceptance date of May 1. The early action program provides students with sufficient time to compare financial aid offers before they submit a deposit. The regular decision time frame is an application deadline of January 1 and a school acceptance decision by April. There were 16,700 applicants for early action admission this year.

He said the University is committed to need-blind admission and to meeting 100% of financial need; they do not use need to exclude applicants. The Admission office reads applications holistically, looking at academic achievement and many other factors including personal qualities and characteristics and diversity in all its forms.

In answer to a question about the universe of black applicants, especially Virginians, Mr. Roberts said they look at SATs and high school test scores from areas in the state where many African American students reside. They invite students to visit the Grounds. He said there are a limited number of eligible students. The University admits more African American students than any school in the top 25, and enrolls more than any except one other school. African Americans without need are the most difficult group to recruit, possibly because they are high achieving students who are sought after by a number of schools.

On personal qualities, he said they try to get to know the student; they are admitting human beings and not numbers. They ask essay questions and they communicate with guidance counselors. They ask about how the students engage with classmates. Without individual interviews, they try to learn as much as they can about the student. The application also asks about disciplinary issues including an honor question.

Mr. Roberts said with very large high schools, the counselors do not know many of the students individually. This is taken into consideration, as is academic performance within the context of the individual high school. They encourage some students to submit an extra recommendation from someone who knows the student personally. Mr. Roberts said SAT scores are not as important as the academic transcript, but together they are a better indicator of student success than viewed individually. SAT scores should be used as one piece of a much bigger puzzle. He said they get a great deal of information about high schools through an academic profile that the schools submit.

The incoming undergraduate class size this year is 3,675. On yield, the University does well against William & Mary and Virginia Tech, but for the out-of-state students who are very competitive, many have offers from the Ivy League schools and other top institutions.

Mr. Goodwin asked about the usefulness of personal interviews, and he suggested perhaps alumni could conduct the interviews. Mr. Roberts said personal interviews could benefit recruitment as well as evaluation. For out-of-state students such a program would be difficult, but it could work in Virginia. With regard to most students, personal interviews confirm for the Admission staff what they think they already know. He said they are looking into an in-state alumni interview program now.

In answer to a question about legacy applicants, Mr. Roberts said legacy students from out-of-state would be considered as Virginians. In Virginia, they already have this advantage, but that is not to say legacy status is not taken into account at all. The legacy students tend to be very strong, and they enroll 12-15% legacy students every year.

In answer to a question about why the University chose to institute an early action program, Mr. Roberts said they travel with Harvard, Princeton, and Yale to recruit students. The University and Princeton eliminated their early decision program a number of years ago to reduce the stress on students, but other schools did not follow their lead. Recently, the University decided they needed to have an early program to be competitive, and adopted unrestricted early action. Binding early decision helps yield rates and lowers application numbers, but the pool is not as diverse. Early action draws more socioeconomic and racial diversity. Ms. Murphy said Harvard, Princeton, and Yale allow applicants to apply to one state school as well. She said she thought the large number of applicants makes it difficult to do a thorough review; perhaps in-person interviews would help.

Ms. Harker and Mr. Griffin asked about the financial model developed last year, and Mr. Roberts said that did not affect last year, but it will affect applicants this year. He said we have work to do to attract out-of-state students with need because of the much larger loan component of the financial aid packages.

#### Environment and Cultures Charrette

Mr. Katsouleas announced that there will be a charrette, which is a design exercise, with a goal of achieving the environment and culture we value. It will involve all constituencies and it will bring people together with an actionable design goal: a safe, welcoming, diverse environment. It is a new approach in academia, with about 150 people involved, scheduled for February 26, 2016. The constituencies will include faculty, staff, leadership, parents,



alumni, community members, and the media, as well as students. More information will be provided later and at the February Board meeting.

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On motion, the meeting was adjourned at 10:00 a.m.

SGH

These minutes have been posted to the University of Virginia's Board of Visitors website: <http://www.virginia.edu/bov/educationalminutes.html>