



THE RECTOR AND VISITORS OF THE  
UNIVERSITY OF VIRGINIA

March 5, 2021

**MEMORANDUM**

**TO: The Academic and Student Life Committee:**

Barbara J. Fried, Chair  
Elizabeth M. Cranwell, Vice Chair  
Mark T. Bowles  
Whittington W. Clement  
Frank M. Conner III  
Thomas A. DePasquale  
John A. Griffin

Robert D. Hardie  
Maurice A. Jones  
Angela Hucles Mangano  
James B. Murray Jr, Ex-officio  
Ellen M. Bassett, Faculty Member  
Mazzen S. Shalaby, Student Member

**and**

**The Remaining Members of the Board:**

Robert M. Blue  
L.D. Britt, M.D.  
Louis S. Haddad

Babur B. Lateef, M.D.  
C. Evans Poston Jr.  
James V. Reyes

**FROM:** Susan G. Harris

**SUBJECT:** Minutes of the Academic and Student Life Committee Meeting on March 5, 2021

The Academic and Student Life Committee of the Board of Visitors of the University of Virginia met, in open session, by electronic means at 1:15 p.m., on Friday, March 5, 2021. Barbara J. Fried, Chair, presided.

Committee members present: James B. Murray Jr., Mark T. Bowles, Whittington W. Clement, Frank M. Conner III, Elizabeth M. Cranwell, Thomas A. DePasquale, John A. Griffin, Robert D. Hardie, Maurice A. Jones, Angela H. Mangano, Ellen M. Bassett, and Mazzen S. Shalaby

L.D. Britt, M.D., Louis S. Haddad, Babur B. Lateef, M.D., and C. Evans Poston Jr. were also present.

Present as well were James E. Ryan, Jennifer W. Davis, K. Craig Kent, M.D., M. Elizabeth Magill, Margaret S. Grundy, Susan G. Harris, Timothy J. Heaphy, Donna P. Henry, Michael J. Citro, John C. Jeffries Jr., Megan K. Lowe, Clark "Chip" L. Murray, and Debra D. Rinker.

The presenters were Melur K. Ramasubramanian, Amanda Cowen, and Sarah Kucenas.

Ms. Fried reviewed the agenda and then turned the meeting over to Ms. Magill.

**Action Item: Establishment of the Armstead L. Robinson Professorship in African-American and African Studies**

The Carter G. Woodson Institute was born from Mr. Robinson's vision for a comprehensive teaching and research program, and he led the Institute from its establishment until his death in 1995. This professorship will be established through the quasi-endowment approved in the Finance Committee meeting on March 5, and will provide support for a faculty member in the field of African-American and African Studies.

On motion, the committee approved the following resolution and recommended it for Full Board approval:

**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.

**Action Item: Establishment of the David M. LaCross Professorship**

Mr. LaCross and his wife Kathleen are both alumni of the University. This professorship will support a distinguished scholar in the area of quantitative analysis or finance.

On motion, the committee approved the following resolution and recommended it for Full Board approval:

**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.

**Action Item: Establishment of the Robert Thomson Distinguished Professorship in Science, Technology, and Society, and the Robert Thomson Distinguished Professorship in Engineering and Applied Science**

Both of these professorships were provided for in the will of Mr. Robert Thomson, who earned a B.S. in Chemical Engineering from the University in 1950. Mr. Thomson asked that the first professorship be given to attract and retain an outstanding teacher in communications or ethics, in honor of his experiences as a student of Joseph L. Vaughn, who served as the University's first provost from 1955 to 1960 and taught English in the School of Engineering and Applied Science. Mr. Thomson preferred that the second professorship be given in his own discipline, chemical engineering.

On motion, the committee approved the following resolution and recommended it for Full Board approval:

**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.

**Action Item: 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**

These three professorships were all funded by Frank M. Sands Sr. through his gift of \$68M, the largest single gift in Darden's history. The gift provided funding for 12 professorships, of which eight are for emerging scholars and four for distinguished scholars. Five of the eight emerging scholars' professorships were established in June 2020. This will establish the remaining three, as well as all four distinguished professorships.

Mr. Sands' original gift honored his wife, Marjorie Sands, and the first professorship will bear her name. A lifelong educator and an advocate for students and teachers alike, Ms. Sands was also the beloved center of the Sands family. The Sands were married for 52 years, and Mr. Sands wishes to honor her memory with this professorship, intended to recruit and develop the next generation of scholars at Darden. The second professorship honors Mr. Sands' daughter-in-law, Julie Logan Sands, who is married to Frank Sands Jr. Ms. Sands redefines what it means to be a business entrepreneur, with a character marked by innovation and efficiency, and she is a treasured member of the Sands family. The third is named for Scott C. Beardsley, the University's ninth dean of the Darden School, known for his strategic acumen, bold leadership, and passion for education. He has established an ambitious vision for Darden. During his tenure, the quality and diversity of students and faculty at Darden has reached an all-time high; fundraising has increased 700%; and Darden has received numerous awards and recognition, including the rank of #1 MBA education experience in the world from *The Economist* (five times).

On motion, the committee approved the following resolution and recommended it for Full Board approval:

**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.

**Action Item: 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**

John Douglas Forbes was a founding member of the University of Virginia Darden School of Business faculty and its first director of admissions. He helped build Darden to a nationally and internationally recognized top business school. As the school's first professor in 1954, he helped to design the curriculum for its inaugural class in 1955. He taught management communications and business history until he retired in 1980, after which he taught at the School of Continuing and Professional Studies.

Robert D. Landel taught courses in innovation and operations management, systems thinking, and operational effectiveness in the Darden School's MBA degree program and for Executive Education programs. He took a service-oriented approach to teaching and student engagement, and spent 50 years on the faculty.

Robert F. Bruner is a University Professor, a Distinguished Professor of Business Administration, and dean emeritus of Darden, as well as a trusted councilor and friend to the University. As dean of the Darden School from 2005 to 2015, Professor Bruner led the revision of Darden's residential MBA program, launched Darden's EMBA and GEMBA programs, raised the profile of admitted students, spurred 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.

The last distinguished professorship is named for Yiorgos Allayannis, 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. 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 graduating MBA classes.

On motion, the committee approved the following resolution and recommended it for Full Board approval:

**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.

**Action Item: New Degree Program: Doctor of Philosophy in Data Science in the School of Data Science**

This Ph.D. will prepare data scientists for roles in academia and industry, applying creativity and innovation to scientific and societally important problems. Graduates will be highly skilled and ethically responsible researchers fluent in the emerging field of data science. The University of

Virginia would be the first institution in the Commonwealth of Virginia to offer a Ph.D. in Data Science. 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. As part of this action, the School has also recommended the tuition for this new degree. This tuition is comparable to other PhD programs at the University.

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.

On motion, the committee approved the following resolutions and recommended them for full Board approval:

**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

**Action Item: New Degree Program: Bachelor of Arts in Computer Science in the College and Graduate School of Arts & Sciences**

The purpose of this degree 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. 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 key difference between this degree and the Bachelor of Science in Computer Science in Engineering is the depth of core coursework and opportunity students in the B.A. program will have to integrate computing with the liberal arts. Currently the College offers a B.A. awarded as an interdisciplinary degree which includes a computer science major, but with a slightly different focus and breadth. Like the existing interdisciplinary major, the proposed degree will be offered by the College in close collaboration with the Department of Computer Science in the School of Engineering and Applied Science and administered by a joint committee of faculty from the two schools. If the B.A. in Computer Science is approved, the interdisciplinary degree program with a focus on computer science 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. There is 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.

On motion, the committee approved the following resolution and recommended it for full Board approval:

**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.

**Action Item: Enrollment Projections – University of Virginia**

The proposed projections feature undergraduate enrollment growth of 1% compared to fall 2018, which was the end of the period of planned growth. The classes that entered in 2019 and 2020 exceeded their intended size. As these students graduate, total undergraduate enrollment is projected to decrease by 2%, but this is really a return to the planned class size, rather than a decline. The University has seen increases in the last 10 years in the share of Virginia high school graduates we have admitted. While the number of students graduating from Virginia high schools is projected to grow slightly in the near term, it will then begin to decline. Ms. Magill said the University may want to add students to the first-year classes that will be enrolling in Fall 2025 and Fall 2026, when the number of Virginia high-school graduates is projected to peak, the University may also want to see these increases as temporary in light of the subsequent decline in high-school graduates. Graduate student enrollment is slated to grow 3% in the same seven-year period. This is a result of expanded research and several new graduate programs, notably in Engineering and Data Science.

On motion, the committee approved the following resolution and recommended it for full Board approval:

**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.

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
<b>On-Grounds</b>													
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
<b>On Grounds Total</b>	<b>19,643</b>	<b>20,018</b>	<b>20,399</b>	<b>20,397</b>	<b>20,834</b>	<b>21,057</b>	<b>20,895</b>	<b>21,049</b>	<b>21,106</b>	<b>21,095</b>	<b>21,238</b>	<b>21,800</b>	<b>21,985</b>
<b>Off-Grounds</b>	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
<b>2016-2027 Projections</b>													
	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
<b>On-Grounds</b>													
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
<b>On Grounds Total</b>	<b>22,391</b>	<b>22,805</b>	<b>23,008</b>	<b>23,460</b>	<b>23,127</b>	<b>23,796</b>	<b>23,518</b>	<b>23,437</b>	<b>23,358</b>	<b>23,393</b>	<b>23,444</b>	<b>23,495</b>	<b>23,549</b>
<b>Off-Grounds</b>	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 <b>fall census</b> .											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													

## **Executive Vice President and Provost Remarks**

Ms. Magill reported on the academic experience this spring. Physical distancing requirements and public health measures limit the number of classrooms available to hold many classes safely in-person. Last semester, she hosted a town hall for all faculty focused on how the University could make online learning as high-touch and engaging as possible, recognizing that UVA would still have a large number of online offerings this semester. Last month, Ms. Magill engaged the deans, associate deans, and department chairs to encourage creating in-person, personalized, and COVID-safe academic experiences for students. She said the faculty have met this challenge with a variety of alternatives. To complement online instruction, faculty and staff are finding innovative ways to engage their students through in-person office hours, review sessions, and discussion sessions. Currently, about a quarter of classes across the University offer an in-person component. This spring, over 9,000 students are taking an in-person class, compared to just 7,000 in the fall.

Ms. Magill said it is important to recognize the difference between classes and seats when considering in-person instruction. For example, the University has a slightly lower percentage of classes with an in-person component across all the schools this spring compared with last fall, but there are more seats available in-person – which translates to more students in those seats. She said the recent surge of student COVID cases did not result in a large number of classes formally changing their instruction mode in SIS.

The 3Cavaliers program has announced its next funding round, with proposals due March 12. This program unites three faculty members from disparate disciplines working on new early stage interdisciplinary research ideas.

Ms. Magill spoke about several important leadership searches underway at the University. The search for the next Vice Provost for Academic Affairs was launched earlier this week. This will



be an internal hire and they anticipate having the person in place this summer. The searches for the new deans in Architecture, Engineering, and Medicine are all progressing well. The Vice President for Student Affairs search is in its final stages. Last week, President Ryan named Susan Davis as interim vice president for student affairs, in order to meet Pat Lampkin's retirement date of March 1. Susan has been at the University for 22 years and currently serves as the associate vice president for student affairs. She has been a key leader in the COVID response and planning over the past 12 months.

Ms. Magill spoke briefly about former vice president Pat Lampkin. She said she is the heart and soul of Student Affairs at UVA and will be deeply missed by faculty, staff, parents, and generations of students. She wished Ms. Lampkin and her husband, Wayne Cozart, the best for a restful, healthy retirement together.

The promotion and tenure (P&T) committee met for the first time last week. This committee is a group of 13 capable and dedicated faculty from nine schools, charged by the provost to make decisions about faculty advancement from the rank of assistant to associate, thereby granting tenure at the University; and from associate to full professor, which is an honor and distinction that most faculty seek. Colleges and universities do this differently across the country. To be considered by the P&T committee at UVA, faculty must present a comprehensive dossier that is reviewed within their departments and features a recommendation from their dean. A key part of this process is outside letters from scholars in the field who comment on the originality and importance of their scholarship and research.

### **Research Report**

Mr. Ramasubramanian reminded the board that UVA's strategic plan has five focus areas and 10 key initiatives. He said his vision for research is for UVA to be widely recognized as a preeminent research institution generating sustained excellence in research and scholarship and for a culture that seamlessly brings excellence, research, and education together. Mr. Ramasubramanian showed a "virtuous cycle" of preeminence that is UVA's strategy for research and the strategy of seed funding research initiatives to achieve preeminence.

He spoke about COVID-19 protocols including testing to allow students and staff to operate in a safe environment. Research proposals and awards were reviewed, showing a slight drop in proposals and awards in the first half of FY 2021 as compared to the same period in 2020. Awards received dropped from 1388 to 1359. He said they will continue to monitor but it is not a 40% drop that he feared. Comparing UVA to others, UVA is ranked 44 among peers and was ranked 61 in 2014. He showed select research awards and accomplishments of faculty. Three faculty members, one in 2019 and two in 2020, were elected to the National Academy of Science. He spoke in more depth about three faculty members' work: Dr. Jung-Bum Shin in the Department of Neuroscience who researches hearing loss, Ms. Elizabeth Opila in Engineering who studies improving engine efficiency with higher temperature materials, and Mr. Jay Shimshack in the College and Batten School who researches air pollution.

He spoke briefly about STEM investment with a new \$15M Strategic Investment Fund investment designed to operationalize pathways to research preeminence focused on STEM-centric initiatives.

**Faculty Perspective on Teaching Innovations**

Two faculty members, Professor Amanda Cowan at the McIntire School of Commerce and Professor Sarah Kucenas who teaches in Biology in the College and Graduate School of Arts and Sciences. Ms. Kucenas studies cellular and molecular mechanisms that affect nervous system development, injury, and regeneration.

Both faculty members shared their experiences teaching in the hybrid environment. Professor Cowan said she tried to give as many opportunities for face-to-face interactions as possible while also supporting and including the remote students. The classroom had 23 students in a classroom that was designed for 56 students. She divided her class of 47 students in half and she taught the content twice. The smaller numbers allowed a more seminar-like feel. She had a handful of fully remote students and others who were in quarantine or otherwise not able to return to the classroom for a period of time. Large screens at both the back and front of the classroom allowed full participation of the remote students. Because of the two classes formed from one, she had to provide some of the content asynchronously, but she had students run these sessions using teaching plans provided by her. A small deliverable was due for each asynchronous session. Some of these groups met in person outside, and others met on Zoom. She felt the asynchronous sessions were valuable in teaching leadership. She will carry some of these practices forward beyond the COVID period.

Professor Kucenas taught developmental and regenerative biology in an entirely online environment in spring 2020 but for this spring she moved to a hybrid system, rotating students through the classroom. She held class in an “active learning room” with 25-30 in the room and the remainder of the students online. She showed a video clip on teaching in this environment. She held virtual office hours and it seemed to her that students are more comfortable asking questions virtually rather than coming in to the office. For some students, the camera is a better way to interact.

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The chair adjourned the meeting at 2:32 p.m.

SGH:ddr

These minutes have been posted to the University of Virginia’s Board of Visitors website:  
<http://bov.virginia.edu/committees/179>