



THE RECTOR AND VISITORS OF THE  
UNIVERSITY OF VIRGINIA

March 3, 2022

**MEMORANDUM**

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

Barbara J. Fried, Chair  
Elizabeth M. Cranwell, Vice Chair  
Mark T. Bowles  
Carlos M. Brown  
Frank M. Conner III  
Thomas A. DePasquale

Robert D. Hardie  
Angela Hucles Mangano  
L.F. Payne  
Whittington W. Clement Ex-officio  
Joel W. Hockensmith, Faculty Rep  
Sarita Mehta, Student Rep

**and**

**The Remaining Members of the Board:**

Robert M. Blue  
L.D. Britt, M.D.  
Louis S. Haddad  
Babur B. Lateef, M.D.

James B. Murray Jr,  
C. Evans Poston Jr.  
James V. Reyes

**FROM:** Susan G. Harris

**SUBJECT:** Minutes of the Academic and Student Life Committee Meeting on March 3, 2022

The Academic and Student Life Committee of the Board of Visitors of the University of Virginia met, in open session, at 2:41 p.m., on Thursday, March 3, 2022. Barbara J. Fried, Chair, presided.

Committee members present: Whittington W. Clement, Mark T. Bowles, Robert D. Hardie, L.F. Payne, and Sarita Mehta.

Committee members absent: Elizabeth M. Cranwell, Carlos M. Brown, Frank M. Conner III, Thomas A. DePasquale, Angela H. Mangano, and Joel W. Hockensmith.

Robert M. Blue, L.D. Britt, M.D., Louis S. Haddad, Babur B. Lateef, M.D., James B. Murray, Jr., C. Evans Poston Jr., and James V. Reyes were also present.

Present as well were James E. Ryan, Ian B. Baucom, Jennifer W. Davis, K. Craig Kent, M.D., Susan G. Harris, Donna P. Henry, Megan Barnette, Michael J. Citro, Adam Daniel, Megan K. Lowe, David W. Martel, Clark L. Murray, Debra D. Rinker, Margot M. Rogers, Anda S. Webb, and Jasmine H. Yoon.

The presenters were Tony Elliott, Brie Gertler, Robyn Hadley, Josipa Roksa, and Carla Williams.

Ms. Fried reviewed the agenda and then turned the meeting over to Provost Baucom. He said they had a very large and inspiring slate of nine items to establish a remarkable range of new professorships. He moved through each one of them quickly.

### **Action Items**

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

### **THE JOHN L. NAU III PROFESSORSHIPS IN THE HISTORY AND PRINCIPLES OF DEMOCRACY**

WHEREAS, John L. Nau III took a B.A. in History from the College and Graduate School of Arts & Sciences in 1968. He is the Chairman and Chief Executive Officer of Silver Eagle Distributors, LP, the nation's largest distributor of Anheuser-Busch products. From 1995 to 2001, he served on the Alumni Association Board of Managers, and from 2011 to 2015, he served on the Board of Visitors. He is also an Emeritus Trustee of the College Foundation Board; and

WHEREAS, Mr. Nau has given generously of his time and resources to the College and Graduate School of Arts & Sciences to support a number of projects and programs including Nau Hall, the John L. Nau III Center for Civil War History, and the Democracy Initiative; and

WHEREAS, Mr. Nau is passionate about the Democracy Initiative and has provided endowment funding for the following professorships within the Democracy Initiative:

1. One additional John L. Nau III Distinguished Professorship in the History and Principles of Democracy. As part of this gift, the John L. Nau III Distinguished Professorship in the History and Principles of Democracy will be created in the Corcoran Department of History. The faculty member will be a permanent member of the Core Lab within the Democracy Initiative and may choose to affiliate with the Program on Constitutionalism and Democracy (PCD) with permission of the PCD Director.
2. Two John L. Nau III Professorships in the History and Principles of Democracy. The chairholders will be tenured full professors in academic departments within the College and Graduate School of Arts & Sciences. Each chairholder will have a primary specialization that aligns with the Democracy Initiative Core Lab's mission to promote the study and teaching of the history and principles of democracy and will actively participate in the Core Lab.
3. Two John L. Nau III Associate Professorships in the History and Principles of Democracy. These chairholders will be tenured associate professors in academic departments within the College and Graduate School of Arts & Sciences, each with a primary specialization that aligns with the Democracy Initiative Core Lab's mission to promote the study and teaching of the history and principles of democracy. They will actively participate in the Core Lab.

4. Four John L. Nau III Assistant Professorships in the History and Principles of Democracy. These chairholders will be tenure-track assistant professors in academic departments within the College and Graduate School of Arts & Sciences. Each will have a primary specialization that aligns with the Democracy Initiative Core Lab's mission to promote the study and teaching of the history and principles of democracy. They will actively participate in the Core Lab.
5. Four John L. Nau III Visiting Professorships in the History and Principles of Democracy, one of whom may serve as the Associate Director of the Program on Constitutionalism and Democracy (PCD), with permission of the PCD Director, and may be on the faculty of the University. Each visiting professor should have a specialization that aligns with the Core Lab's mission to promote the study and teaching of the history and principles of democracy;

RESOLVED, the Board of Visitors establishes one John L. Nau III Distinguished Professorship in the History and Principles of Democracy; two John L. Nau III Professorships in the History and Principles of Democracy; two John L. Nau III Associate Professorships in the History and Principles of Democracy; four John L. Nau III Assistant Professorships in the History and Principles of Democracy; and up to four John L. Nau III Visiting Professorships in the History and Principles of Democracy; all in the College and Graduate School of Arts & Sciences; and

RESOLVED FURTHER, the Board of Visitors, the University, and the College and Graduate School of Arts & Sciences thank John L. Nau III for his many generous contributions to the College and the University, including these important distinguished, full, associate, assistant, and visiting professorships.

#### **THE JOHN HAYS MERSHON '68 BICENTENNIAL VISITING PROFESSORSHIP IN ENGLISH**

WHEREAS, John "Hays" Mershon and Anna Mershon are major donors to the University, most notably to the College and Graduate School of Arts & Sciences and the School of Law; and

WHEREAS, The John Hays Mershon '68 Bicentennial Visiting Professorship in English will bring scholars who have an exceptional record of publication and are dedicated and inspiring teachers who will contribute in substantive ways to the intellectual life of the Department of English; and

WHEREAS, the University's Bicentennial Professorship Fund will provide matching funds;

RESOLVED, the Board of Visitors establishes the John Hays Mershon '68 Bicentennial Visiting Professorship in English; and

RESOLVED FURTHER, the Board of Visitors, the University, and the College and Graduate School of Arts & Sciences express their deep gratitude to John Hays and Anna Mershon for their generous support of the Department of English.

#### **THE BARBARA AND JOHN GLYNN RESEARCH PROFESSORSHIP IN DEMOCRACY AND EQUITY**

WHEREAS, John W. Glynn Jr. (Law '65) and his wife, Barbara A. Glynn (A&S M.A. '67) are major benefactors of the Darden School of Business, the School of Law, and the College and Graduate School of Arts & Sciences; and

WHEREAS, the Glynn's provided funds to establish three endowed professorships at the University. Along with matching funds provided by the University through the Bicentennial Professorship Fund, the Barbara and John Glynn Research Professorship in Democracy and Equity will support a faculty member whose works foster research or teaching innovation in questions related to democracy and equity;

RESOLVED, the Board of Visitors establishes the Barbara and John Glynn Research Professorship in Democracy and Equity; and

RESOLVED FURTHER, the Board of Visitors, the University, and the College and Graduate School of Arts & Sciences offer profound thanks to Barbara and John Glynn for their very generous contributions to research and teaching in the fields related to the study of democracy and equity.

### **THE JAMES A. AND STACY COOPER BICENTENNIAL PROFESSORSHIP**

WHEREAS, James A. Cooper took an M.B.A. from the Darden School of Business and an M.S. and B.S. in Engineering from the University of Missouri–Columbia. Active in private equity for 25 years, he founded Thompson Street Capital Partners (TSCP) in 2000 and is the firm's senior managing partner; and

WHEREAS, Stacy Cooper took a B.S. in Economics from the University of Pennsylvania in 1981 and currently volunteers in her community. She previously served as Trustee and an executive board-at-large member of the City Academy in St. Louis, Missouri, a private elementary school offering full scholarship support; and

WHEREAS, the donor's intent in providing the funds for a professorship is to support a distinguished scholar in the Darden School of Business in the field of Business Administration;

RESOLVED, the Board of Visitors establishes the James A. and Stacy Cooper Bicentennial Professorship in the Darden School of Business; and

RESOLVED FURTHER, the Board of Visitors, the University, and the Darden School of Business express their deep gratitude to James A. Cooper for his generous support of the Darden School of Business.

### **THE LYNCH FAMILY PROFESSORSHIP**

WHEREAS, Elizabeth H. Lynch took a B.A. from Wesleyan University and an M.B.A. from the Darden School of Business in 1984. She is currently a senior managing director and the chief human resources officer at Evercore, an independent investment banking advisory firm and serves on the Darden Foundation Board of Trustees; and

WHEREAS, Daniel S. Lynch is a graduate of Phillips Academy and took his B.A. in Mathematics from Wesleyan University in 1980. He took an M.B.A. from the Darden School of Business in 1984. He has been an investor in startup healthcare companies, especially in early-stage firms involved in the convergence of technology and genomics, and is currently Executive Venture Partner and senior member of the life sciences team at GV, formerly Google Ventures; and

WHEREAS, the donors' intent in funding an endowed chair is to support an emerging scholar at the Darden School of Business. The University's Bicentennial Professorship Fund will provide matching support for the gift;

RESOLVED, the Board of Visitors establishes the Lynch Family Professorship in the Darden School of Business; and

RESOLVED FURTHER, the Board of Visitors, the University, and the Darden School of Business express their deep gratitude to Elizabeth and Daniel Lynch for their generous support of the Darden School of Business.

### **THE CONNAUGHTON ALTERNATIVE INVESTING PROFESSORSHIP**

WHEREAS, John P. Connaughton took a B.S. in Commerce from the McIntire School of Commerce in 1987 and majored in Finance. He went on to receive an M.B.A. from Harvard Business School in 1990. Stephanie F. Connaughton took an undergraduate degree from Harvard University and an M.B.A. from The University of Pennsylvania's Wharton School of Business; and

WHEREAS, Mr. Connaughton became Co-Managing Partner of Bain Capital, a leading global private investment firm, in 2016, while continuing to serve as Global Head of Bain Capital Private Equity. Over his career, Mr. Connaughton has worked on a number of the firm's most important healthcare and technology investments; and

WHEREAS, Mr. and Mrs. Connaughton were compelled to give to an experiential academic program in alternative investments given Mr. Connaughton's successful career in this space. The professorship fund will support faculty focused in the field of Alternative Investing who will develop a world-class and experiential program through curriculum, programs, and research;

RESOLVED, the Board of Visitors establishes the Connaughton Alternative Investing Professorship in the McIntire School of Commerce; and

RESOLVED FURTHER, the Board of Visitors, the University, and the McIntire School of Commerce express their deep gratitude to John and Stephanie Connaughton for their generous support of the McIntire School of Commerce.

### **THE SHUMWAY BUSINESS HEALTH SCIENCE PROFESSORSHIP**

WHEREAS, Chris Shumway took a B.S. in Commerce from the McIntire School of Commerce in 1988 and majored in Finance. He went on to receive an M.B.A. from Harvard Business School in 1993; and

WHEREAS, in 2001, Mr. Shumway founded Shumway Capital, a global investment firm focused on private equity-style research in public markets that grew from \$70M to over \$9B in assets. In 2011, Mr. Shumway converted Shumway Capital into a family office to allow for a more flexible investing mandate focused on long-term, opportunistic investments in private and public securities. Since 2011, Mr. Shumway has overseen investments in numerous industries, including media, technology, telecom, healthcare, and consumer; and

WHEREAS, Chris and Carrie Shumway and The Shumway Foundation have been generous donors to the University and the McIntire School of Commerce, supporting many initiatives including the McIntire Annual Fund, the McIntire Building Campaign, and the Faculty Excellence Fund. Additionally, the Shumways are the lead donors of the Next Century Building Fund for the McIntire School of Commerce; and

WHEREAS, Chris Shumway serves on the McIntire Foundation Board and the Honor the Future Campaign Executive Committee. He is a visiting professor at McIntire, teaching Global

Macro Investing, and he frequently serves as a speaker and panelist for other classes and programs; and

WHEREAS, the Shumway Business Health Science Professorship is intended to advance collaborative efforts between the McIntire School of Commerce and the School of Medicine to create educational opportunities that integrate business concepts into biomedical science and health care leadership studies. This chair will support teaching in programs at the intersection of business and the health sciences, with an emphasis on bioscience;

RESOLVED, the Board of Visitors establishes the Shumway Business Health Science Professorship in the McIntire School of Commerce; and

RESOLVED FURTHER, the Board of Visitors, the University, and the McIntire School of Commerce express their deep gratitude to Chris and Carrie Shumway and The Shumway Foundation for their generous support of the McIntire School of Commerce.

#### **THE DAVID W. THOMPSON DISTINGUISHED PROFESSORSHIP IN PUBLIC ACCOUNTING**

WHEREAS, David W. Thompson took two degrees from Indiana University, a B.S. in 1938 and an M.S. in 1940. He taught at Indiana University from 1942 to 1955, becoming a full professor in 1948. Prior to this, he taught at Sanford University in Alabama and at Butler University in Indianapolis; and

WHEREAS, Mr. Thompson then spent 22 years in the private sector, at General Electric Company and then with Peat, Marwick, Mitchell & Co., now KPMG; and

WHEREAS, in 1976 he returned to academia as a member of the faculty at the University. He retired from UVA in 1985 after nine years on the faculty. An expert in financial cost and not-for-profit accounting, Mr. Thompson held Certified Public Accountant certificates in 16 states; and

WHEREAS, Mr. Thompson designated a portion of the remainder of a testamentary charitable remainder trust to the McIntire School of Commerce for the purpose of funding an endowed professorship for an eminent scholar and full professor who has scholarly and research interests in international and global accounting;

RESOLVED, the Board of Visitors establishes the David W. Thompson Distinguished Professorship in Public Accounting.

#### **THE MELVILLE FOUNDATION JEFFERSON SCHOLARS FOUNDATION UNIVERSITY PROFESSORSHIP**

WHEREAS, Donors the Melville Foundation and the family of Harry Burn (B.A. 1966 and MBA 1975) have provided funding for the Melville Foundation Jefferson Scholars Foundation University Professorship; and

WHEREAS, the donors chose to fund a University professorship in recognition of the critical importance of having outstanding scholars whose perspectives will enhance the intellectual diversity of their departments; and

WHEREAS, the University's Bicentennial Professorship fund will provide matching funds;

RESOLVED, the Board of Visitors establishes the Melville Foundation Jefferson Scholars Foundation University Professorship; and

RESOLVED FURTHER, the Visitors express their deep gratitude to Alumnus Harry Burn, the Burn family, and the Melville Foundation for their generous support of the University.

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

Mr. Baucom, who had assumed the provost position only three days before the meeting, provided preliminary thoughts on current matters and the 2030 Strategic Plan. He commended the work of his predecessor, Elizabeth Magill, who resigned to assume the presidency of the University of Pennsylvania.

Mr. Baucom gave a brief update on the four dean searches underway, for Nursing, the School of Education and Human Development, the School of Continuing and Professional Studies, and Arts & Sciences, then spoke about the research priorities in the 2030 Plan. He said this year they are focusing on two of the five research priorities: Environmental Resiliency and Sustainability and the Brain and Neuroscience. They will invest up to \$50M in each of those areas and are currently reviewing faculty Grand Challenge proposals.

He mentioned the upcoming discussion on undergraduate advising, which he said was important to him as dean of the College of Arts & Sciences. He said he is also sharply focused on implementing the University's revised financial model.

### **Report on the Division of Student Affairs**

Mr. Baucom introduced Robyn Hadley, Vice President and Chief Student Affairs Officer, to provide observations from her first nine months, and to look ahead.

Ms. Hadley recognized two members of her leadership team who are both retiring at the end of June: Associate Vice President for Career and Professional Development Everette Fortner and Associate Vice President and Dean Maurice Apprey. She also recognized Rhonda Saunders, who served over 40 years working as an executive assistant to the Dean of Students.

Ms. Hadley said a major activity in the department is strategic planning, to align their strategic direction with the University's. Work in Student Affairs falls into three categories: they meet students wherever they are, they advocate for students, and they support their development as citizen leaders. There are six units in the division, and she spoke briefly about the work of the units. They serve a diverse group of almost 26,000 students and manage over 3 million square feet of space. The staff support about 700 student organizations.

She said they find themselves at a critical crossroads due to the pandemic. What was normal two years ago has been upended by the pandemic and this has affected student mental health. The current generation of students (referred to as Gen Z) have grown up in a time unlike any other. They are more cost-conscious and digitally engaged, and they do not trust institutions. They look for transparency, authenticity, and interaction. They view diversity in multiple dimensions and believe maintaining good mental health is essential and is something most have no shame in discussing. The question is, how can we best support the needs of all of the students? What ways can we shape the student experience so leadership development in public service remain central to the UVA experience? How do we make opportunities accessible and affordable for all students? We need to ensure that opportunities for leadership and service are baked into the student experience at all levels and available to all students no matter the background or

socioeconomic status. Student Affairs focus every day on the growth and support of these young people. She said they have done a great job keeping students safe and healthy through the pandemic, but they are also experiencing staffing shortages as are others.

Ms. Hadley said reimagining the new student experience could include beginning outreach before application or admission. They can help young people see themselves at UVA, especially first generation and low and middle-income students. The time between admission and orientation provides an opportunity to connect with incoming students and their parents, but there is also a need to strengthen support for transfer and graduate and professional students. Finally, messaging and modeling public service is important, and that includes capitalizing on a talented faculty and staff.

Ms. Hadley pointed out that many students had not had a residential college experience because of the pandemic. She began a discussion with members of the committee on thinking through the factors impacting new students and their families and finding ways for students to understand long held traditions and important milestones of the University of Virginia student experience.

Mr. Baucom spoke about the need to help students with basic readiness for college: how to sit in a lecture and take notes; how to interact with faculty; how to develop a mentoring relationship with faculty. This is more necessary than in the past because of the pandemic break in the college experience.

### **Report on the Undergraduate Advising Task Force**

Provost Baucom spoke about the importance of effective advising. He said there is good advising, but it is not consistent; it is necessary to reach every student where they are. He introduced Professor of Sociology Josipa Roksa. Her research field is undergraduate success in higher education.

Professor Roksa outlined the work of the advising task force, including student and school surveys and 50 listening sessions that included students, faculty, and staff, who shared their insights into advising. They also researched peers and what they are doing. The goal is to meet all students where they are which starts with a relationship with a caring and knowledgeable advisor. Other pillars are a team network of advisors, an emphasis on first-year advising which sets up students for success, and accurate, timely communication of resources. She expanded on these concepts and explained where the University is now and where it aspires to be in the future. The task force found that advisors care, but they are not always knowledgeable. There is less satisfaction with pre-major advising as opposed to advising after they declare a major, and many students do not have a good sense of the resources that are available to them. There is a great deal of unrealized potential. Faculty advisors indicated they were committed to improving advising services.

Provost Baucom spoke about what the University needs to do in the advising realm. One concept is getting information to them as soon as they accept admission on resources. They need to provide centralized support through the Provost's office to collaborate with and support the schools. Professor Roksa will take on this commitment. Technology should be utilized to make the relevant information readily available. This will include a unified software platform for all advisors. The human part is also important—every first-year student should have a dedicated, trained, first pre-major advisor plus a first-year course that is focused on this. This is a series of stages from a study to an implementation plan with the technology and the human infrastructure in place. All of



this will require resources. There is no specific timeline yet—perhaps six to eight months to develop the structure plus another year for school buy-in.

### **Introduction of Fralin Family Head Football Coach**

Director of Athletics Carla Williams introduced the newly hired head football coach, Tony Elliott, who spoke about the football program, both its strengths and opportunities for improvement. He said he wanted to be in an environment where he could recruit the future leaders of our country beyond football. He believes in scholar athletes, valuing the educational experience and building character in his athletes.

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The chair adjourned the meeting at 4:47 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>