



THE RECTOR AND VISITORS OF THE  
UNIVERSITY OF VIRGINIA

August 4-5, 2017

Members of the Board of Visitors of the University of Virginia met for new member orientation and in retreat at Morven in Charlottesville, Virginia on Friday and Saturday, August 4-5, 2017; Frank M. Conner III, Rector, presided.

**Friday, August 4**

**New Member Orientation**

An orientation of new members of the Board of Visitors began at 9:00 a.m in the Main House at Morven. Participants were Rector Conner, Vice Rector James B. Murray Jr., Robert M. Blue, Elizabeth M. Cranwell, Robert D. Hardie, Margaret F. Riley, and Bryanna F. Miller.

Also participating were Teresa A. Sullivan, Patrick D. Hogan, Archie L. Holmes Jr., Richard P. Shannon, M.D., Roscoe C. Roberts, and Susan G. Harris. David W. Martel, Debra D. Rinker, Nancy A. Rivers, and Farnaz F. Thompson attended.

Rector Conner welcomed the new members and gave opening remarks, emphasizing his desire for inclusiveness and the importance of adhering to the requirements of the Virginia Freedom of Information Act in all interactions. President Sullivan spoke about the president's portfolio and the reporting relationships of vice presidents and other senior administrators. Mr. Patrick Hogan, Executive Vice President and Chief Operating Officer, provided a portfolio overview, reviewed the University's financial position, and spoke briefly about opportunities and challenges for the University in the next few years. Dr. Richard Shannon, Executive Vice President for Health Affairs, spoke about the structure of the UVA Health System and issues the Health System will be facing in the near future. He told members that the Health System is devoted to improving processes and services to generate value. Mr. Archie Holmes, Vice Provost for Academic Affairs, explained the Provost's role and responsibilities, including appointing deans of the schools, overseeing faculty hiring, and overseeing tenure decisions. Also in his portfolio are academic planning; global, arts, and outreach activities; and the University's academic budget.

Mr. Roscoe Roberts, University General Counsel, spoke briefly about the attorneys representing the University, all of whom are appointed by the Virginia Attorney General, and provided an overview of laws of significance to members of the Board of Visitors, focusing particularly on the Virginia Freedom of Information Act.

The orientation session concluded at 11:10 a.m.

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## **Retreat**

The Board of Visitors began the annual retreat at 12:20 p.m. in the Meeting Barn at Morven. Rector Frank M. Conner III presided. Present were James B. Murray Jr., Robert M. Blue, Mark T. Bowles, Elizabeth M. Cranwell, Thomas A. DePasquale, Barbara J. Fried, John A. Griffin, Robert D. Hardie, Babur B. Lateef, M.D., John G. Macfarlane III, James V. Reyes, Jeffrey C. Walker, Margaret F. Riley, and Bryanna F. Miller.

L.D. Britt, M.D., Whittington W. Clement, Maurice A. Jones, and Tammy S. Murphy were absent.

Also participating in some or all sessions were Teresa A. Sullivan, Patrick D. Hogan, Richard P. Shannon, M.D., Archie L. Holmes, Susan G. Harris, Donna P. Henry, Melody S. Bianchetto, Peter M. Grant II, W. Thomas Leback, Michael J. Lenox, S. Pace Lochte, Mark M. Luellen, David W. Martel, Debra D. Rinker, Nancy A. Rivers, Roscoe C. Roberts, Colette Sheehy, Farnaz F. Thompson, and John M. Unsworth.

Presenters included Ian B. Baucom, Scott C. Beardsley, Craig H. Benson, Ila L. Berman, Dorothy K. Fontaine, Risa L. Goluboff, Steven E. Laymon, Robert C. Pianta, Craig Volden, David S. Wilkes, M.D., Carl P. Zeithaml, and Kristin O. Palmer.

### **Retreat Overview and Introduction of New Members**

Rector Conner opened the retreat and outlined several key issues. These included a proactive engagement with the Commonwealth of Virginia, collaborative coordination among schools, “incessant innovation”, enterprise risk management, and global engagement. He said the University is special for a number of reasons. Of these, the student experience is paramount.

### **Session with the Deans**

This was an opportunity for the deans of the schools to highlight the opportunities, challenges, and resource needs of their schools. All eleven schools were represented. Common themes were the importance of attracting and retaining excellent and diverse faculty, which can be especially difficult in Charlottesville because it is not an urban environment and there are limited opportunities for spousal employment; funding challenges: faculty salary support, research infrastructure and technology support, and financial aid, which go hand-in-hand with recruitment and retention; and the need for more and better space. Several deans also spoke about the importance of a stable financial model that will not fluctuate with changes in state funding.

Dean Baucom said for the College and Graduate School of Arts & Sciences, investing in graduate education is fundamental: right-sizing graduate programs and providing financial assistance to attract the best and brightest graduate students. This is a key component to faculty retention and an area of real vulnerability for the University. Cluster hires in strategic areas, blending star faculty with early career tenure-track faculty, salary competitiveness, and better research facilities are all necessary to take the university to the next level. He spoke about a “four-campus strategy”: home, global, lab/innovation, and digital. For the College, a core need is a stable financial model with coordinated pan-university strategic planning on revenue sources and robust and long-term institutional co-investment.

A chart of school strengths, priorities, opportunities, and challenges articulated by the respective dean is included with these Minutes as Attachment A.

The session ended at 5:15 p.m.

### **Reception and Dinner**

At 6:00 p.m., the Board hosted a reception and dinner at the Clifton Inn for all participants in the afternoon session.

### **Saturday, August 5**

At 8:35 a.m., the Retreat resumed in the Meeting Barn at Morven; all members of the Board were present except L.D. Britt, M.D., Whittington W. Clement, Maurice A. Jones, and Tammy S. Murphy. Rector Frank M. Conner III presided.

### **Business Matters—Approval of Student Comment Period**

Mr. Conner opened the session with an explanation of the proposed meeting schedule and structure for full Board meetings. He said there will be two new ad hoc committees and noted that the Ad Hoc Committee on Research will sunset. He stressed the importance of outreach efforts, outlined presidential task forces that will include members of the Board, and reviewed a list of possible groups to join the Board for lunches and dinners.

He asked Ms. Miller to explain her proposal for a student comment period in the Academic and Student Life Committee meetings. Following her explanation, the Board, on motion duly seconded, approved a pilot student comment period beginning with the September 2017 meeting.

### **Enhanced Technology Learning**

Mr. Conner introduced Kristin Palmer, Director of Online Learning Programs. Ms. Palmer provided an overview of online opportunities and explained the recent changes in the way people access educational materials that have an impact on how we provide services and what we provide. She reviewed in detail the competitive landscape for online learning, and the programs the University has in place currently. She presented a basic framework in the form of a pyramid that shows residential degree programs at the summit for cost and faculty involvement, and MOOCs and webinars at the base, with several steps in between.

Ms. Palmer and other faculty did an in-depth review of the online space as the University's Online Education Advisory Committee, which issued a report in September 2016. The Committee's findings are summarized as follows: "There is no "one size fits all" for online learning at U.Va. Each school has a distinctive culture and strategy." The Committee made a series of recommendations, including identifying a single leader to drive strategic digital learning efforts across the university. The full list of recommendations is included in the Minutes as Attachment B. A list of current online programs is included as Attachment C.

## **Committee Accomplishments for FY 2016 and Work Plans for 2017**

Each committee chair or his or her representative was asked to present committee accomplishments for the past year and plans for the coming year. Mr. Walker, chair of the Ad Hoc Committee on Research, suggested the Board maintain its focus on research even though the committee is scheduled to sunset. He proposed the Vice President for Research make periodic reports to the Board. The committee work plans can be found in the meeting materials located at: <http://www.virginia.edu/bov/meetings/'17%20BOV%20Retreat/index.html>.

## **Issues Before the Board for FY 2018**

Mr. Conner asked President Sullivan to make some comments. Ms. Sullivan spoke about major matters that the University will be dealing with in the coming academic year. She pointed out a folder of one-page handouts that were developed to assist the legislature and others. Each member received a folder. Mr. Conner also directed members to a memorandum from John Jeffries and Victoria Harker on improving the process for reviewing Strategic Investment Fund proposals.

## **Closed Session**

After adopting the following motion, the members present plus Roscoe Roberts and Susan Harris met in a closed session at 1:10 p.m.:

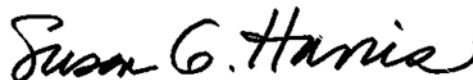
I move that the Board of Visitors go into closed session to discuss and consider prospective candidates for employment, specifically, to receive a report from a co-chair of the Special Committee on the Nomination of a President on prospective candidates for the position of president. The relevant exemption is Section 2.2-3711(A)(1) of the Code of Virginia.

At 1:40 p.m., the Board concluded the closed session and approved the following motion unanimously by roll call vote. Voting in the affirmative: Mr. Conner, Mr. Murray, Mr. Blue, Mr. Bowles, Ms. Cranwell, Mr. DePasquale, Ms. Fried, Mr. Griffin, Mr. Hardie, Dr. Lateef, Mr. Macfarlane, Mr. Reyes, Mr. Walker, Ms. Riley, and Ms. Miller.

I move that we vote on and record our certification that, to the best of each member's knowledge, only public business matters lawfully exempted from open meeting requirements and which were identified in the motion authorizing the closed session, were heard, discussed or considered in closed session.

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On motion, the meeting was adjourned at 1:40 p.m.

Respectfully Submitted,



Susan G. Harris  
Secretary

SGH:wtl

These minutes have been posted to the University of Virginia's Board of Visitors website.

<http://www.virginia.edu/bov/publicminutes.html>

# **ATTACHMENTS**

**BOV Retreat  
Deans' Priorities  
August 4, 2017**

Common investment areas across schools:

- Space, Research facilities
- Research support, with particular interest in multidisciplinary research
- Faculty support- salaries, endowed chairs
- Graduate education
- Need- and merit-based aid for students
- Technology, to include tools for faculty, secure cloud, business intelligence, simulation
- Global presence

Common areas of emphasis:

- Impact; Contribution to the Commonwealth
- Excellence and investment in targeted focus areas
- Innovation and disruption
- Online learning

School	Strengths	Priorities	Opportunities	Challenges
Architecture	<ul style="list-style-type: none"> <li>• Highly ranked programs in architecture and landscape architecture</li> <li>• Faculty are regularly recognized in peer awards, prize competitions, etc.</li> <li>• Experiential- and project-based learning</li> <li>• Global focus – 67% students study abroad</li> </ul>	<ul style="list-style-type: none"> <li>• Design excellence</li> <li>• Urbanization and environmental issues</li> <li>• Global research and practice</li> <li>• Innovation and advanced technologies – digital fabrication labs, rapid prototyping</li> <li>• Funded professorships</li> <li>• Seed funding for faculty and research centers</li> </ul>	<ul style="list-style-type: none"> <li>• Design thinking/making</li> <li>• Next Cities Institute – designing global urban futures</li> <li>• Global presence and study abroad opportunities</li> <li>• Advanced technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Space and faculty intensive</li> <li>• Primarily tuition driven; minimal federal funds</li> <li>• Location in non-urban area</li> <li>• Competition for students and faculty</li> <li>• Outdated infrastructure and technology</li> </ul>

School	Strengths	Priorities	Opportunities	Challenges
A&S	<ul style="list-style-type: none"> <li>• Student experience</li> <li>• Public mission—prepare students for lives of meaningful vocation</li> <li>• New curriculum with signature courses and doubling down on writing</li> </ul>	<ul style="list-style-type: none"> <li>• Investing in graduate education</li> <li>• Diversity of faculty and students</li> <li>• Grow tenure track faculty</li> <li>• Salary competitiveness</li> <li>• Expand cross-disciplinary research areas and select departments—focus on strategic areas</li> <li>• Expand place and impact in the world – home, global, lab, digital</li> <li>• Renovation of existing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• New liberal arts and sciences education/curriculum</li> <li>• Cluster hires</li> <li>• Blend star faculty with early career faculty</li> <li>• Extend strength in select humanities and social science fields</li> <li>• Neuroscience, synthetic biology, environment/energy, and quantitative sciences</li> <li>• Paradigm-setting PhD programs</li> <li>• Revenue generating masters degrees</li> <li>• Expand global presence</li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing the vision</li> <li>• Stable financial model</li> <li>• Coordinated pan-University strategic planning</li> <li>• Co-investment</li> <li>• Increased expenses</li> </ul>
Commerce	<ul style="list-style-type: none"> <li>• Strong global reputation</li> <li>• Highly ranked programs</li> <li>• Growing certificate programs</li> <li>• Active faculty scholarly research and publication</li> <li>• Value-added student services</li> </ul>	<ul style="list-style-type: none"> <li>• Centennial Fund for Faculty Excellence</li> <li>• Additional Building</li> <li>• Centers of Excellence to advance research, curriculum innovation, and student opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• New and growing graduate programs and certificates, partnership with other schools (Darden, SOM)</li> <li>• Online programs</li> <li>• Lead innovation on and off Grounds</li> <li>• Expand global opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive faculty salaries</li> <li>• Sustainable funding model</li> <li>• Space needs</li> </ul>
Darden	<ul style="list-style-type: none"> <li>• Increased revenue from Darden Enterprise (39% since FY15)</li> <li>• Philanthropic growth</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse, world-class faculty and talent</li> <li>• Global thought leadership</li> <li>• Outstanding, affordable student experience</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborations with DSI, SOM, SON, McIntire, Social Sciences, Engineering</li> <li>• Behavioral research</li> <li>• NoVA programs</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain rankings</li> <li>• Attract and retain world-class faculty</li> <li>• Student scholarships</li> <li>• Space</li> <li>• Expand research portfolio</li> </ul>

School	Strengths	Priorities	Opportunities	Challenges
	<ul style="list-style-type: none"> <li>Batten Institute for Entrepreneurship and Innovation</li> <li>Institute for Business in Society &amp; Olsson Ctr for Applied Ethics</li> <li>Mayo Center for Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>Competitive infrastructure</li> <li>Global brand/network</li> <li>Technology/innovation</li> <li>Expanded PhD programs</li> <li>Shared research support infrastructure</li> <li>Research chairs</li> <li>Unparalleled career opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Transition of hospitality</li> </ul>	
Curry	<ul style="list-style-type: none"> <li>Faculty excellence</li> <li>Successful and growing academic programs</li> <li>Highly ranked programs</li> <li>50% success rate on sponsored program applications</li> </ul>	<ul style="list-style-type: none"> <li>Technology: online, simulation, research</li> <li>Partnerships: internal and external</li> </ul>	<ul style="list-style-type: none"> <li>Reputation as an innovator/disruptor</li> <li>Impact: Autism, Youth, Simulation, School Readiness, "Nudge" solutions, Movement/Health</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain faculty</li> <li>Dual Career hires</li> <li>Increase funded research</li> <li>Graduate student support</li> </ul>
SEAS	<ul style="list-style-type: none"> <li>Engineering for Cyber Future</li> <li>Engineering for Medicine</li> <li>Engineering Technologies for a Sustainable and Connected World</li> <li>Growing faculty</li> <li>Increased research activity</li> <li>Hands-on learning</li> </ul>	<ul style="list-style-type: none"> <li>Rankings in Graduate program and Research</li> <li>Increased size of faculty</li> <li>Areas where SEAS can compete at highest levels</li> <li>Cross-disciplinary faculty and research</li> </ul>	<ul style="list-style-type: none"> <li>Building cadre of young faculty</li> <li>Creating culture of excellence</li> <li>STEM Master Plan</li> <li>Online and blended learning</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative research facilities</li> <li>Improved rankings in target areas</li> <li>Hiring faculty and grad students</li> <li>Start-up packages</li> <li>Predictable financial model</li> <li>STEM master plan</li> </ul>
Law	<ul style="list-style-type: none"> <li>Rankings</li> <li>Public Service</li> <li>Interdisciplinary</li> <li>Financial self-sufficiency</li> </ul>	<ul style="list-style-type: none"> <li>Investing in people</li> <li>Serving the public mission</li> <li>Diversity—faculty, staff and students</li> <li>Maintaining financial self-sufficiency</li> </ul>	<ul style="list-style-type: none"> <li>More scholarships/loan forgiveness for public service work</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining quality/rankings</li> </ul>



School	Strengths	Priorities	Opportunities	Challenges
		<ul style="list-style-type: none"> <li>• Career services</li> </ul>		
Medicine	<ul style="list-style-type: none"> <li>• New strategic hires bringing in large grants</li> <li>• Increased NIH rankings</li> <li>• Diverse student body</li> </ul>	<ul style="list-style-type: none"> <li>• Inova/UVA Genomics Institute</li> <li>• Regional medical school campus for 3<sup>rd</sup> &amp; 4<sup>th</sup> year medical students</li> <li>• Research</li> <li>• Faculty recruitment</li> <li>• Increase NIH portfolio to \$150 million within 3 yrs</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic hiring in cancer, cardiovascular, neurosciences, organ transplant, precision medicine, metabolic disorders, regenerative medicine</li> </ul>	<ul style="list-style-type: none"> <li>• Research Space</li> <li>• Faculty recruitment and retention</li> <li>• IT infrastructure, secure cloud platform, develop BI tools</li> <li>• Medical student expense (goal is no tuition increase through 2020)</li> </ul>
Nursing	<ul style="list-style-type: none"> <li>• Increasing faculty productivity</li> <li>• Diverse faculty hires</li> </ul>	<ul style="list-style-type: none"> <li>• Center for ASPIRE</li> <li>• Compassionate Care Initiative</li> <li>• Inclusion, Diversity, and Excellence Achievement (IDEA)</li> </ul>	<ul style="list-style-type: none"> <li>• New SIF grant</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty retirements: 50% will retire this coming academic year</li> <li>• National nursing shortage</li> <li>• Intense competition for faculty</li> <li>• Financial stress for students</li> <li>• Burnout and attrition among health professionals</li> <li>• More new gifts</li> </ul>
SCPS	<ul style="list-style-type: none"> <li>• Robust online portfolio of courses and certificates</li> <li>• Excellence in online instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Program and enrollment growth</li> <li>• Student success/retention initiatives</li> <li>• Reputation for leadership in online learning space</li> </ul>	<ul style="list-style-type: none"> <li>• Create culture of aspiration, ongoing innovation, encourage creativity</li> <li>• Differentiated program with unique attributes</li> <li>• Assess student outcomes and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in quality instructional design, tools and technologies</li> </ul>
Batten	<ul style="list-style-type: none"> <li>• Excellence and innovation</li> <li>• High impact policy-relevant research</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate space</li> <li>• Teachers and scholars</li> <li>• Endowed fellowships</li> </ul>	<ul style="list-style-type: none"> <li>• Teaching – online/asynchronous</li> <li>• Training – simulation</li> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Need constant innovation to remain relevant</li> </ul>

School	Strengths	Priorities	Opportunities	Challenges
	<ul style="list-style-type: none"><li data-bbox="388 235 743 300">• Shaping leaders in/for/and public policy</li></ul>			<ul style="list-style-type: none"><li data-bbox="1585 235 1919 332">• Reinvented, stronger, more engaged alumni network</li><li data-bbox="1585 337 1898 435">• Lack of strategically located, right-sized physical space</li></ul>

## Recommendations from Online Education Advisory Committee

1. Identify leader to drive strategic digital learning efforts across university
2. Fund small scale projects focused on measuring effectiveness and disseminating findings related to emergent learning technologies and digital environments
3. Remove barriers for those schools interested in digital learning with seed funding with plans for sustainability within 2-5 years (possible collaborative SIF proposal)
4. Create a Fellows Program by funding, hiring, and supporting thought leaders, subject matter experts and practitioners
5. Make all digital materials for the university fully accessible for all learners

**Current Online Programs at UVa:**

- Curry School of Education: <http://curry.virginia.edu/online>
- [M.Ed. in Curriculum and Instruction – Reading Education](#)
  - [M.Ed. in Curriculum and Instruction](#)
  - [Adolescent Literacy Certificate](#)
  - [English Language Learning Endorsement](#)
  - [Gifted Education Online Course Series](#)
  - [41 online courses available to any Curry student](#)

- McIntire School of Commerce
- Introduction to Accounting course
  - [McIntire Business Institute](#)
  - [Certificate in Business Fundamentals](#)
  - [Certificate in Sustainable Business](#)
  - [Executive Certificate in Management](#)

- School for Continuing and Professional Studies: 2 degree completion programs and 13 certificate programs
- [Bachelor of Professional Studies in Health Sciences Management Degree](#)
  - [Bachelor of Interdisciplinary Studies Degree](#)
  - [Accounting Certificate](#)
  - [Cyber Security Management Certificate](#)
  - [eMarketing Certificate](#)
  - [Federal Acquisition Certificate](#)
  - [Health Sciences Management Certificate](#)

- [Human Resources Management Certificate](#)
- SCPS Continued**
- [Information Technology Certificate](#)
  - [Leadership Certificate](#)
  - [Leadership in Human Resources Management Certificate](#)
  - [Procurement and Contracts Management Certificate](#)
  - [Project Management Certificate](#)
  - [Public Administration Certificate](#)
  - [Public Relations Certificate](#)

- School for Engineering and Applied Sciences (SEAS): <http://cgep.virginia.edu>
- Masters of Engineering in Chemical Engineering
  - Masters of Engineering in Civil and Environmental Engineering
  - Masters of Engineering in Electrical Engineering
  - Masters of Engineering in Materials Science and Engineering
  - Masters of Engineering in Mechanical and Aerospace Engineering
  - Masters of Engineering in Systems Engineering

As for massive open online courses (MOOCs), [there are now over 700 universities and 58 million students](#) taking classes on platforms such as Coursera, edX, FutureLearn, iTunes U, NovoEd and Udacity. At UVa, we publish our courses on Coursera, [FutureLearn](#), iTunes U and NovoEd. Coursera has been our largest distribution partner with over 4 million learners from every country around the world viewing our content. From those over 4 million learners, there have been about 100,000 that have completed courses. Currently, there are [33 UVa courses on this platform](#).

[Courses available to anyone, anytime on Coursera include:](#)

- Cost and Economics in Pricing Strategy
- Business Growth Strategy
- Grow to Greatness: Smart Growth for Private Businesses, part\_1
- Grow to Greatness: Smart Growth for Private Businesses, part\_2
- Market and Competition in Pricing Strategy
- Advanced Business Strategy
- Managing an Agile Team
- Marketing Analytics
- Design Thinking for Innovation
- Pricing Strategy in Practice
- New Models of Business in Society
- Foundations of Business Strategy
- Business Strategy in Practice
- Digital Product Management: Modern Fundamentals
- Agile Development in Practice
- Strategic Planning and Execution
- Testing with Agile
- Financial Accounting Fundamentals
- Getting Started: Agile Meets Design Thinking
- Running Product Design Sprints
- Fundamentals of Project Planning and Management
- Customer Value in Pricing Strategy
- Public Policy Challenges in the 21<sup>st</sup> Century
- Plagues, Witches, and War: The Worlds of Historical Fiction
- The Kennedy Half Century
- Patrick Henry: Forgotten Founder
- Tibetan Buddhist Meditation and the Modern World: Lesser Vehicle
- Age of Jefferson
- Sustainability through Soccer: Systems Thinking in Action
- How Things Work: An Introduction to Physics
- Introduction to Personal Branding
- The Modern World–Global History from 1760 to 1910, pt 1
- The Modern World–Global History from 1760 to 1910, pt 2