This book is intended to provide our Board of Visitors with a high-level overview of the University of Virginia. It is a living document updated annually.
**UNIVERSITY OF VIRGINIA SCHOOLS**

The University has 11 schools plus The University of Virginia’s College at Wise (the College at Wise) located in southwest Virginia. The deans of 10 schools report to the provost, who is the chief academic officer of the University, while the dean of the School of Medicine reports to the executive vice president for health affairs. The Chancellor of the College at Wise reports to the president.

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Staying in the know
A few ways to learn what’s going on at UVA and beyond the Grounds:
Subscribe to the weekly EngageUVA email, the UVA Today Daily Digest and other UVA e-newsletters, the Governor’s Office email list and Inside Higher Ed’s e-newsletters.
Read Trusteeship Magazine and The Chronicle of Higher Education – some content is available only to subscribers, but may be accessed through the Chronicle’s social media pages.
Read Grade Point, the Washington Post’s higher education news blog.
MISSION STATEMENT

The University of Virginia is a public institution of higher learning guided by a founding vision of discovery, innovation, and development of the full potential of talented students from all walks of life. It serves the Commonwealth of Virginia, the nation, and the world by developing responsible citizen leaders and professionals; advancing, preserving, and disseminating knowledge; and providing world-class patient care.

We are defined by:
Our enduring commitment to a vibrant and unique residential learning environment marked by the free and collegial exchange of ideas; our unwavering support of a collaborative, diverse community bound together by distinctive foundational values of honor, integrity, trust, and respect; our universal dedication to excellence and affordable access.

STRATEGIC PLAN

The Cornerstone Plan was developed over the course of 16 months in 2012-2013. President Teresa A. Sullivan led a comprehensive planning process that involved and solicited input from over 10,000 individuals including faculty, staff, students, alumni, visitors, parents, community members, and friends of the University.

In November 2013, the Board of Visitors approved the strategic direction outlined in the Cornerstone Plan. This direction is presented in five “pillars” and each pillar contains multiple “strategies” for implementation. The plan, including progress on each of the pillars and strategies, is included in the Cornerstone Dashboard, which can be found at planning.virginia.edu/cornerstone. Upcoming planning will be directed by University President James E. Ryan.
LEADERSHIP

BOARD OF VISITORS

The Board of Visitors is the governing body of “The Rector and Visitors of the University of Virginia,” the corporate name of the University of Virginia. The University is a Virginia tax-exempt public corporation comprised of three state agencies: the academic division, the Medical Center and The University of Virginia’s College at Wise.

The Board is comprised of 17 voting members (“Board members” or “Visitors”) appointed by the Governor for four-year terms, with the opportunity for reappointment to one additional term. The Board also has a nonvoting student representative and a nonvoting faculty representative, each appointed by the Board and each serving a term of one year. The faculty position may be renewed for additional years.

BOARD MEMBERSHIP

The membership of the Board of Visitors is set forth in Va. Code § 23.1-2201. Of the 17 members, at least 12 must be residents of the Commonwealth, at least 12 must be alumni, and one must be a physician with administrative and clinical experience in an academic medical center. A maximum of five members may be from outside the Commonwealth.

THE MANUAL OF THE BOARD OF VISITORS

The Manual has been revised online on the board website, bov.virginia.edu, to reflect changes through Sept. 15, 2017. The Manual contains the board’s operating guidelines, similar to the articles and bylaws of a corporation, including the structure of the board, the officers of the board and their responsibilities, and the functions of committees. Much of the Manual is devoted to historical documents about the founding of the University, and legislation governing the University. The Manual also contains a list of board members from 1819 forward, as well as rectors, presidents, secretaries, and student and faculty representatives. The bound edition has not been revised since 2004 and is outdated.

MEETING REQUIREMENTS

Certain meeting requirements for the Board are set forth in state law (Va. Code §23.1-2202.) The Board must meet at least once each year at the University, and five members of the full Board constitute a quorum for conducting business. The Board appoints a rector who serves as chair of the Board, a vice rector, a secretary, and a seven-member executive committee. The rector and vice rector serve two-year terms, and the vice rector automatically succeeds the rector (the automatic succession is specified in the Manual of the Board of Visitors, and not in the law). The executive committee is authorized to transact the business of the Board between meetings.
BOARD SCHEDULE

The Board of Visitors has four regular meetings every year plus a retreat. The regular meetings are in September, December, February/March, and June. The retreat is in July or August. Most committee meetings are conducted in conjunction with regular board meetings; however, some committees will meet outside the regular Board schedule. Finance, Buildings and Grounds, and the Health System Board may hold extra meetings to expedite projects.

The board is a “public body” within the definition contained in the Virginia Freedom of Information Act (Va. Code § 2.2-3700 et seq.) and all Board meetings are open to the press and public. During most regular meetings, closed sessions will be conducted that are not open to the press and public. The Virginia Freedom of Information Act (FOIA) specifies the topics that may be discussed in closed session and the topics specifically exempted from open meetings requirements may be discussed in closed session. A motion to go into closed session must be approved by the participating members, and a confirmation that only the closed session topics were discussed must be approved upon leaving closed session. The Board may not take any official votes of any kind in closed session.

COMMITTEES

The eight standing committees of the board are: Academic and Student Life; Advancement; Audit, Compliance and Risk; Buildings and Grounds; Executive; Finance; Health System Board; and the Committee on The University of Virginia's College at Wise. The rector is an ex-officio member of all committees and may appoint special and ad hoc committees to carry out particular functions. Special committees must be renewed on a yearly basis by a vote of the Board of Visitors.

The Health System Board (HSB), which is the committee of the Board of Visitors that oversees the Health System, is unusual because it has non-voting public and ex-officio members as well as members of the Board of Visitors. The public members are persons with specialized expertise who assist the committee in its work. The ex-officio members are senior administrators at the University and include the president, provost, chief operating officer, executive vice president for Health Affairs, dean of the School of Medicine, dean of the School of Nursing, president of the Clinical Staff, and CEO of the Medical Center.

THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE

The University of Virginia’s College at Wise is an important component of the University and is governed by the Board of Visitors. It is an undergraduate liberal arts college in southwest Virginia with approximately 2,000 students. The chancellor of the College at Wise reports to the president of the University. A Board committee considers matters relevant to the College at Wise. The College at Wise website is: wise.virginia.edu/.
UNIVERSITY PRESIDENT

James E. Ryan will serve as the 9th president of the University of Virginia, taking office on Aug. 1, 2018. He will be assembling his own leadership team, but as of the print date of this publication, the team has not been announced.

The current team is led by Executive Vice President and Provost Tom Katsouleas, Executive Vice President and Chief Operating Officer Pat Hogan, Executive Vice President for Health Affairs Dr. Rick Shannon, Vice President for Advancement Mark Luellen, and a group of experienced deans, vice presidents, and staff.

THE PRESIDENT’S CABINET

The President’s Cabinet meets regularly to advise the president and fellow cabinet members on subjects relating to the duties of each member’s organization. The Cabinet includes all vice presidents and other senior leaders, many of whom report directly to the president, while others report through an executive vice president or another official.

CABINET MEMBERS

Richard P. Shannon, MD
Executive Vice President for Health Affairs

Roscoe C. Roberts
General Counsel

Donna P. Henry
Chancellor of the University of Virginia’s College At Wise

Colette Sheehy
Senior Vice President for Operations

John C. Jeffries Jr.
Senior Vice President for Advancement

Mark M. Luellen
Vice President for Advancement

David W. Martel
Vice President for Communications and Chief Marketing Officer

Marcus L. Martin, MD
Vice President and Chief Officer for Diversity and Equity

Melody S. Bianchetto
Vice President for Finance

Kelley Stuck
Vice President and Chief Human Resources Officer

Ronald R. Hutchins
Vice President for Information Technology

Melur K. “Ram” Ramasubramanian
Vice President for Research

Patricia M. Lampkin
Vice President and Chief Student Affairs Officer

Carla G. Williams
Director of Intercollegiate Athletics Programs

Virginia H. Evans
Chief Information Officer

Susan G. Harris
Special Assistant to the President and Secretary to the Board Of Visitors

Margaret S. Grundy
Chief of Staff

Carolyn D. Saint
Chief Audit Executive

William J. Antholis
Director of the Miller Center

Jenifer Andrasko
President and Ceo, UVA Alumni Association

Peter C. Brunjes
Chair of the Faculty Senate

Alfred C. Weaver
Immediate Past Chair of the Faculty Senate
EXECUTIVE VICE PRESIDENT AND PROVOST

Thomas (Tom) C. Katsouleas  As chief academic officer, the executive vice president and provost sets the academic strategic direction for the University, ensuring excellence in instruction, research, and public service. Thomas Katsouleas assumed the provost position in 2015. In addition to the 11 schools, the provost is responsible for the oversight of admissions, libraries, art museums, centers and institutes, and foreign study programs. He also has responsibility for recruitment, hiring, retention, and development of academic personnel including the deans, academic faculty, and graduate students.

The provost appoints, manages, and advises the deans of 10 of the 11 schools, the library, and undergraduate admission; sets standards, priorities, and policies for faculty hiring, promotion, tenure, mentoring and peer review; plans for academic programs, resource allocations, and innovations, ensuring that the appropriate academic infrastructure is in place to support them; and manages critical enrichment experiences in the areas of Global, Arts and Outreach. The Provost works closely with the EVP-COO to prioritize and allocate resources to support these, and collaborates with both the EVP-COO and EVP-HA on key initiatives that impact both academic and administrative areas.

The provost also provides strategic leadership in the creation and promotion of academic programs and initiatives that span the breadth of the University’s schools and disciplines. For example, the provost closely partners with the Vice President for Research (VPR) on setting and achieving research goals and benchmarks through such initiatives as the support and selection of pan-University institutes. The provost also partners with the deans in cluster and Target of Opportunity (TOPs) faculty hiring initiatives.

EXECUTIVE VICE PRESIDENT FOR HEALTH AFFAIRS

Richard P. Shannon MD  The UVA Health System is an academic health system whose mission is to provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity, and inclusiveness.

The UVA Health System consists of the following: the UVA Medical Center, which includes the UVA Transitional Care Hospital; the UVA School of Medicine; the UVA Physicians Group; and the Claude Moore Health Sciences Library.

Leadership for the Health System begins with Richard P. Shannon MD, as the Executive Vice President for Health Affairs. Ms. Pamela M. Sutton-Wallace is the Chief Executive Officer for the UVA Medical Center and Dr. David S. Wilkes is the Dean for the School of Medicine.
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER

Patrick D. (Pat) Hogan  The executive vice president and chief operating officer (EVP-COO) is charged by the Board of Visitors and the President with overseeing the financial operations of the University, including the Medical Center, and supporting special initiatives that have a University-wide impact. The EVP-COO partners with the EVP and Provost and others to foster strong relationships between academic and administrative areas, ensuring sustainable resources to finance academic excellence.

Additionally, the EVP-COO has responsibility for meeting the needs of the UVA community by providing high-quality service through day-to-day operations. Patrick D. (Pat) Hogan assumed the EVP-COO role in 2012.

Several members of the President’s Cabinet report to the EVP-COO: the Senior Vice President for Operations (Colette Sheehy), the Vice President for Finance (Melody Bianchetto), the Vice President and Chief Human Resources Officer (Kelley Stuck), and the Chief Information Officer (Virginia Evans), each overseeing major portions of the University’s finance and operations functions. Ms. Sheehy’s portfolio is particularly diverse, including Facilities Management, the Office of the Architect, the University Building Official, Capital Planning, State Government Relations, and all Business Operations units.

Other members of the EVP-COO leadership team include Associate Vice President and Treasurer Jim Matteo, Associate Vice President for Organizational Excellence Sarah Collie, Associate Vice President for Safety and Security Gloria Graham, Assistant Vice President for Economic Development Pace Lochte and Assistant Vice President for Clery Act Compliance Gabe Gates. Megan Lowe serves as chief of staff for the Office of the Executive Vice President and Chief Operating Officer. The EVP-COO also works closely with the Chief Audit Executive Carolyn Saint, who reports to the President and the Board of Visitors. In addition, he is the University’s operational liaison to UVIMCO, led by Chief Executive Officer/Chief Investment Officer Robert Durden, and the University of Virginia Foundation, led by Chief Executive Officer Tim Rose.

ACCREDITATION

The University of Virginia is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, masters, educational specialist, and doctoral degrees. The University’s eligibility for Title IV funds is dependent on SACSCOC accreditation.

Every 10 years, the University undergoes an extensive reaffirmation process according to the guidelines and principles established by the Commission. The University completed its most recent reaffirmation in 2017, without recommendation. To satisfy reaffirmation requirements, the University addressed approximately 90 standards and developed a Quality Enhancement Plan (QEP) focused on advancing writing across the undergraduate curriculum.

In between decennial reaffirmations, the University is required to submit a Fifth-Year Interim Report where it must address approximately 20 reaffirmation standards and summarize the outcome of its QEP. The University’s next fifth-year report is due March 2022.

SACSCOC publishes its accrediting standards in Principles of Accreditation: Foundation for Quality Enhancement. The standards were last revised January 1.
To assist in statewide enrollment planning efforts, the State Council of Higher Education for Virginia (SCHEV) requires that four-year public institutions of higher education submit a six-year enrollment projection every two years, in the odd numbered year, based on a seven year out projection.

Since fall 2009, UVA has increased on-grounds undergraduate enrollment by 1,920 students, 73% (1,395) of whom are Virginia residents. The University maintains an approximate 70/30 ratio of in-state to out-of-state students. Enrollment growth demonstrates UVA’s commitment to serving the higher education needs of the Commonwealth of Virginia and the nation and supports the Higher Education Opportunity Act of 2011 (i.e., the Top Jobs Act).

New enrollment projections were approved by the BOV and SCHEV in spring 2017, to increase total enrollment (both on and off-grounds and all levels) by 949 between fall 2017 and fall 2023.

For undergraduate and graduate enrollment statistics across all schools for the past nine years, turn to page 13
Undergraduate enrollment
Fall 2017

Data for both years supplied from the Office of Undergraduate Admission

4,348 Virginians were offered admission to UVA as first-time, first-year students; 2,537, or 58%, enrolled.

669 Virginians were offered admission as transfers - 526 of whom enrolled.

The admission offer rate for Virginia first-year and transfer students was nearly 45%, compared to 23% for non-Virginians.

First-year African American enrollment was 346.

Total first-year minority enrollment was 32.8%.

First-generation first-year college attendees was 452.

Women made up 56% of admitted first-year students.

Preliminary undergraduate enrollment statistics
Fall 2018

Record application volume of 37,205.

Increased selectivity: Offer rate declined from 27.3% last year to 26.4% this year.

Increased yield: 40%, which includes a nearly 4% increase in out-of-state yield.

Increased diversity: 34% of our enrolling class are students of color, up from last year.

Increased African American enrollment: 351 A/A students enrolling this year (includes multi-race A/A).

Increased African American yield: 36.2% from 34.8%.

SAT mean changed to 1398 from 1387 last year. There was a modification to the SAT between these years. At this point, we have insufficient data to know if this is an actual increase in SAT average, which has been constant for UVA.

175 foreign nationals vs. 161 last year.

56% are women.

Second highest number of first generation college students: 418 (last year 452).
The University of Virginia has 11 schools plus The University of Virginia's College at Wise is located in southwest Virginia. The deans of 10 schools report to the provost, who is the chief academic officer of the University, while the dean of the School of Medicine reports to the executive vice president for health affairs. The Chancellor of the College at Wise reports to the president.

This section begins with aggregate information on the schools: proportional sources of funding by school, enrollment by school, and trend data on faculty across the University, followed by information on each of the 11 schools of the University, the Library, the College at Wise, and major centers and institutes.

Budget sources are reported in thousands.
Current distribution of academic faculty by school and type
Academic faculty by school, Fall 2017

A&P faculty with tenure are included in the TTT faculty count.
10-year academic faculty growth by type
(Tenured and tenure-track vs. general)

Data in this graph includes all salaried academic faculty in 11 schools, including SCPS. Tenured faculty members with temporary administrative appointments are included as in the tenured and tenure-track count.
Faculty diversity
Percentage of faculty women, African-American and underrepresented minority at AAU institutions by year
LEADERSHIP

Ila Berman, dean since 2016 and Edward E. Elson Professor

Ila Berman is an architect, theorist, and curator of architecture and urbanism whose research investigates the relationship between culture and the evolution of contemporary material, technological and spatial practices.

She is a featured alumna of Harvard University's Grounded Visionaries series and the recipient of numerous awards and fellowships including the Lieutenant Governor's Medal for Design, Social Sciences and Humanities Research Council of Canada Fellowships, a Special Achievement Award from the American Institute of Architects (AIA) and the President’s Award for Excellence in Teaching from Tulane University, where she was a Favrot Professor, founding director of the URBANbuild program, and the Associate Dean of the School of Architecture until 2007. She has also held academic administrative appointments as the O'Donovan Director of the University of Waterloo School of Architecture, and the Director of the School of Architecture at CCA in San Francisco.

Read more about her online at arch.virginia.edu/people/ila-berman

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Architectural History  |  Bachelor of Science – Architecture
Bachelor of Urban + Environmental Planning  |  Master of Architectural History
Master of Architecture  |  Master of Landscape Architecture
Master of Urban + Environmental Planning  |  PhD in the Constructed Environment
PhD in Art + Architectural History

$1,730,000

RESEARCH DOLLARS

$1.73 million through the third quarter of FY18
SNAPSHOTS

Minors  The School of Architecture offers minors in architecture, landscape architecture, urban + environmental planning, architectural history, global sustainability, and historic preservation for undergraduates, as well as a concentration in design thinking for undergraduate architecture majors.

Graduate certificates  The school offers graduate certificates in urban design, historic preservation, and dual degrees for graduate students (architecture + landscape architecture, architectural history, or urban planning; urban planning + law; urban planning + public policy).

Graduate students  The number of graduate students in the School of Architecture has increased by 60% since 2015-16. Increases at the graduate level are primarily international students and in three programs: architecture, landscape architecture and the PhD in the constructed environment. The graduate landscape architecture program has doubled its student enrollment in the last 3 years. Undergraduate applications have increased by 43% since 2015, acceptance rates have decreased, while yield has increased.

Highly ranked  The School of Architecture’s programs ranked highly in the 2017-18 Design Intelligence rankings of “America’s Best Architecture and Design Schools.” The graduate landscape architecture program ranked 4th nationally and the undergraduate program in architecture, although pre-professional, ranked 4th in the dean’s survey for most admired programs. In addition, the landscape architecture program was rated top three in the U.S. by Azure and received a full re-accreditation by the Landscape Architectural Accreditation Board (LAAB) in March 2018.

Faculty research funding  Funding awarded to faculty research in the School of Architecture has increased substantially in the 2017-2018 year compared to the previous year.

Budgeted sources FY 2019

Total budgeted sources: $20,567

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment Fall 2017

Undergraduate  
Graduate

Includes all degree-seeking students enrolled for credit

Faculty | staff Fall 2017

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty-TTT count. All other A&P faculty are included in the Staff count

Degrees conferred 2017-2018

- Bachelors
- Masters

Preliminary data pending final processing in August
LEADERSHIP

Ian Baucom, dean since 2014

Ian Baucom came to the University of Virginia after serving 17 years in Duke University’s Department of English as a professor and as the director of the John Hope Franklin Humanities Institute. Since arriving at UVA in the summer of 2014, he has led a series of initiatives. He is overseeing an ambitious hiring campaign that, in the midst of a generational turnover of esteemed faculty, aims to bring upwards of 200 new tenured and tenure-track faculty to the college.

Baucom is also guiding the college’s efforts to revise its undergraduate curriculum for the first time in four decades, starting with the new curriculum pilot that will launch in the 2017-18 academic year. In addition, he is working with the college’s leadership team to develop creative initiatives in global, digital and cross-disciplinary studies.

Read more about him online at as.virginia.edu/office-dean

DEGREES AWARDED AND MAJORS OFFERED

The College and Graduate School of Arts & Sciences offers over 50 undergraduate degrees and concentrations, and 29 graduate degree programs.

For a complete list, see as.virginia.edu/programs

RESEARCH DOLLARS

The College and Graduate School of Arts & Sciences recorded $30.63 million through the third quarter of FY18. Major funding sources include the National Institutes of Health (NIH), the National Science Foundation, the Department of Energy and the Andrew W. Mellon Foundation.
SNAPSHOTS

Democracy initiative  The College, in partnership with UVA units across Grounds, launched its new Democracy Initiative—a research, teaching, and public engagement effort focused on urgent issues related to democracy worldwide. The first two democracy labs are in the launch phase. The Religion, Race, and Global Democracies lab will draw on faculty and graduate students from across A&S—including Religious Studies, Jewish Studies, Politics, History, Carter G. Woodson, and Media Studies. The second lab will focus on combatting corruption and will be led by scholars from disciplines across A&S as well as the School of Law. The lab will run for approximately three years and will feature new classes, conferences, and research in the field of corruption studies.

Student engagement  The first academic year (2017-18) of the New College Curriculum pilot was completed under the leadership of the College Fellows, the group of A&S faculty members entrusted with designing and teaching the new Engagements courses for first-year students. A&S faculty voted to continue the pilot phase of the new curriculum through the 2018-19 academic year.

Fellowships  Anna Brickhouse (English, American Studies) and Thomas Klubock (History, Latin American Studies) have been awarded Guggenheim Fellowships. Grace Hale (American Studies, History), and Talitha LeFlouria (African and African-American Studies) have been named to the 2018 class of Andrew Carnegie Fellows. Hector Amaya (Media Studies) and Murad Idris (Politics) were selected as fellows at the Institute for Advanced Study (IAS - Princeton University). Prior IAS faculty include Albert Einstein and 33 Nobel Laureates.

Budgeted sources
FY 2019

Total budgeted sources: $342,673,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment
Fall 2017

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

Faculty | staff
Fall 2017

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

Degrees conferred
2017-2018

- Bachelors
- Masters
- Doctorate

Preliminary data pending final processing in August
LEADERSHIP

Allan C. Stam, dean since 2014

Allan C. Stam, was previously director of the International Policy Center at the Gerald R. Ford School of Public Policy and professor of political science and senior research scientist at the University of Michigan’s Institute for Social Research. Stam’s work on war outcomes, war durations, mediation, and alliance politics appears in numerous political science journals including the American Political Science Review, International Security, and the British Journal of Political Science. He has received several grants supporting his work, including five from the National Science Foundation.

Dean Stam has also worked on several survey-based projects including surveys conducted in Russia, Rwanda, India and the United States. His work on the Rwandan genocide overturns the conventional wisdom and has been featured in numerous accounts including a BBC documentary on the subject.

Read more about him online at batten.virginia.edu/school/people/allan-c-stam

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Arts in Public Policy and Leadership | Minor in Public Policy and Leadership Master of Public Policy | The Batten School also partners with several schools across Grounds to offer five joint degrees: MPP/JD, MPP/MBA, MPP/PhD in Education Policy, MPP/MPH, and MPP/MUEP

$800,000

RESEARCH DOLLARS

The Frank Batten School of Leadership and Public Policy attracted $800,000 in research dollars through the third quarter of FY18.
SNAPSHOTS

**School mission**  Celebrating its 10-year anniversary in 2017, the Batten School trains undergraduate and graduate students for public service careers in today’s increasingly globalized world. The School’s programs inspire students to act vigorously, effectively and ethically on behalf of the common good.

**National recognition**  Of the 250-plus schools of public policy and administration in the U.S., the Batten School has the distinction of being the only one explicitly committed to teaching leadership—how it works, why context matters in decision-making, and which actions lead to tangible results.

**Research**  The Batten School is a University-wide research hub and home to seven academic research centers in the areas of health policy, social entrepreneurship, education policy and workforce competitiveness, leadership and simulation, global policy, legislative effectiveness, and national security policy.

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**Budgeted sources FY 2019**

**Total budgeted sources:** $18,182,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

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**Enrollment Fall 2017**

- Undergraduate: 105
- Graduate: 181

Includes all degree-seeking students enrolled for credit

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**Faculty | staff Fall 2017**

- Faculty, general/NTT: 16
- Faculty TTT: 30
- Staff: 11
- PRS: 2

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

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**Degrees conferred 2017-2018**

- Bachelors: 68
- Masters: 87

Preliminary data pending final processing in August
LEADERSHIP

Carl P. Zeithaml, dean since 1997 and the F.S. Cornell Professor of Free Enterprise

Now serving his fifth term as dean, Carl Zeithaml joined the McIntire School in 1997 after spending more than a decade at the Kenan-Flagler Business School of The University of North Carolina at Chapel Hill. Over the past 20 years, Dean Zeithaml led the implementation of McIntire’s strategy to achieve a position of global preeminence in business education. The McIntire School’s B.S. in commerce program and its M.S. programs in accounting, commerce, and information technology management are consistently ranked among the top programs nationally. Recently, the School also launched an M.S. in global commerce program.

Dean Zeithaml specializes in strategic management, with an emphasis on global and competitive strategy. He focuses much of his research agenda on global firms, high-technology industries, the energy industry, and the health care industry.

Read more about him online at commerce.virginia.edu/faculty/zeithaml

DEGREES AWARDED AND MAJORS OFFERED

B.S. in Commerce | M.S. in Commerce | M.S. in Accounting | M.S. in Global Commerce, offered in partnership with ESADE School of Business in Barcelona, Spain, and Lingnan (University) College at Sun Yat-sen University, in Guangzhou, China

$23,100

RESEARCH DOLLARS

The University of Virginia’s McIntire School of Commerce recorded $23,100 through the third quarter of FY18.
SNAPSHOTS

Recognition  In May 2017, The Economist ranked the McIntire School's M.S. in Commerce Program No. 2 worldwide among master's in management programs.

Ranking  Poets & Quants for Undergrads ranked the McIntire School No. 3 among US undergraduate business programs. McIntire was the only public institution to rank in the top five. The school garnered the highest alumni survey results, which asked recent graduates about the perceived quality and value of their academic experience, and earned top marks on several questions, including how well the program prepared the graduates for work, whether they believe their degree was worth its cost in time and tuition, and how they would rate teaching quality.

Support for women  College Magazine named UVA in its list of "Top 10 Schools for Female Entrepreneurs Who Want to Change the World" and touted McIntire specifically for its support of female business students and wide-ranging and effective inclusion initiatives.

Best business schools  McIntire's M.S. in Global Commerce Program is spotlighted in U.S. News & World Report's Best Business Schools 2019 Guidebook, which features in-depth articles, rankings, and data.

Budgeted sources  FY 2019

Total budgeted sources: $50,425,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment  Fall 2017

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

Faculty | staff  Fall 2017

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

Degrees conferred  2017-2018

- Bachelors
- Masters

Preliminary data pending final processing in August
LEADERSHIP

Alex Hernandez will join the University of Virginia as dean of the School of Continuing and Professional Studies (SCPS) effective September 10.

Since 2010, Hernandez has been a partner at the Charter School Growth Fund (CSGF) leading the non-profit’s Innovative Schools practice. In this role, he helped develop and deploy new K-12 learning models. Hernandez brings to UVA his expertise in blended learning — combining in-person and online instruction for maximum impact — as well as years of experience expanding high-quality education programs.

A recognized advocate for public education, Hernandez writes frequently about the future of learning. Hernandez is a former superintendent of a K-12 charter school network in California. He also taught high school math in South Los Angeles and later served as a Broad fellow at Portland Public Schools.

Read more about him online at scps.virginia.edu/about/deans-office

DEGREES AWARDED AND MAJORS OFFERED

SCPS offers two degree completion programs, the Bachelor of Interdisciplinary Studies (BIS) and the Bachelor of Professional Studies in Health Sciences Management (BPHM). The Bachelor of Interdisciplinary Studies offers five concentrations, in the Liberal Arts, Business, Information Technology, Health Care Management, and Cyber Security Analysis (newly approved this year). SCPS also offers 17 business and professional certificates, one of the nation’s premier post-baccalaureate premed programs, and is the curriculum partner for the FBI’s National Academy. Beginning in fall 2019, pending SCHEV approval, the school will offer a Master of Public Safety degree.

MISSION

SCPS primarily focuses on teaching and service to communities in the Commonwealth. Individual SCPS faculty members engage in research and other scholarly work.
SNAPSHOTS

New program  In 2018, SCPS received University approval to offer the Master of Public Safety. Pending SCHEV approval, the program will launch in Fall 2019.

Certificates  In addition to the degrees awarded in 2017-18, SCPS awarded 550 undergraduate certificates; 248 graduate certificates; 27 post-baccalaureate certificates; 12 non-credit certificates.

Admissions  SCPS has a system-wide Guaranteed Admission Agreement with the Virginia Community College System. This, combined with the all-online option, means SCPS can recruit students who do not want to leave home to complete their BIS degree, regardless of where the students live in the Commonwealth. SCPS works closely with community colleges across the Commonwealth to fashion pathways for students who want to complete their four-year degree affordably.

Access  SCPS operates offices in Charlottesville, Falls Church, Richmond, Roanoke, Abingdon, Quantico and, beginning in August, Virginia Beach. The new Virginia Beach office will be on the campus of Tidewater Community College, and will replace an office SCPS shared with Virginia Tech in Newport News. The new Virginia Beach location will position SCPS in the center of the Hampton Roads population center, and connect more effectively with students and local employers, veterans, and military families.

Tuition  The University and the Board of Visitors have approved geographically neutral tuition pricing for BIS, allowing the School to enroll online students from surrounding states, nationally, and even internationally.

Online students  SCPS enrolls more online students than any other unit at the University of Virginia.

Budgeted sources FY 2019

Total budgeted sources: $13,010,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment Fall 2017

- Degrees
- Certificates
- Partnered programs

Based on SCPS reported data for all of 2017-2018

Faculty | staff Fall 2017

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty without tenure are included in the Staff count

Degrees conferred 2017-2018

- Bachelors

Preliminary data pending final processing in August
LEADERSHIP

Scott C. Beardsley, dean since 2015  
and Charles C. Abbott Professor of Business

Scott C. Beardsley is the ninth dean of the University of Virginia Darden School of Business. He joined the Darden School as dean and Charles C. Abbott Professor of Business Administration 1 August 2015 after 26 years at McKinsey & Company, during which he held numerous senior roles, most recently as senior partner and, from 2011 to 2014, as an elected member of McKinsey’s global board of directors.

A skilled leader in executive education and capability building, Beardsley is a global strategy and regulation expert, who has served leading clients in the telecom, technology, public, nonprofit and professional services arenas in places such as China, Latin America, the Middle East, Silicon Valley, Europe, India and Africa. He has a proven track record of impact, entrepreneurship and innovation involving shared governance and private and public sector clients.

Read more about him online at darden.virginia.edu/about/deans-office/about/

DEGREES AWARDED AND MAJORS OFFERED

Master of Business Administration (MBA) | Master of Science in Business Analytics (approved in May 2018), PhD | Darden awards the MBA through the full-time MBA program and Executive MBA program | Darden partners with Schools around the University to offer many dual degrees: JD/MBA, MD/MBA, MSDS/MBA, M.Ed/MBA, M.PP/MBA, MPH/MBA, MA in East Asian Studies/MBA, MA in Government or Foreign Affairs/MBA, M.Eng/MBA, M.Nursing/MBA.

Majors offered: Career Track Concentrations in Asset Management/Sales and Trading | Corporate Finance/Investment Banking | Entrepreneurship | Marketing | Strategy Consulting | Supply Chain Management | Darden also offers Theme Track Concentrations in Corporate Innovation | Business Development and Growth | Business Analytics | Innovation for Sustainability | Global Business.

RESEARCH

Roughly two-thirds of research expenditures are funded from donor gifts to establish Darden’s research Centers of Excellence. The remainder is funded primarily from operations. Darden receives minimal funding from third-party sponsors to support corporate research.
**SNAPSHOTS**

**Global reach** Darden students participated in global courses and consulting projects offered in 33 countries in the 2017–18 academic year. Thanks to a $15 million gift from the Batten Foundation and a $15 million match from the UVA Bicentennial Scholars Fund, Darden will ultimately provide a scholarship to all full-time MBA students to attend a global course.

**Partnership** Darden is partnering with the McIntire School of Commerce to offer a new Master of Science in Business Analytics. The 12-month program for working professionals will launch in August 2018 with learning delivered online, on UVA Grounds in Charlottesville, and at the UVA Darden Sands Family Grounds in Arlington, VA.

**Recognition** Financial Times ranked Darden Executive Education’s open-enrollment programs No. 9 globally and No. 1 in the world for faculty, course design and facilities.

**Fundraising success** In fiscal year 2017, Darden raised $30.6 million, making it the second best fundraising year in Darden’s history. Momentum continues to grow heading into the campaign as FY18 giving had already surpassed FY17 results.

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**Budgeted sources FY 2019**

**Total budgeted sources:** $98,245,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

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**Enrollment Fall 2017**

- Graduate

Includes all degree-seeking students enrolled for credit

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**Faculty | staff Fall 2017**

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

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**Degrees conferred 2017-2018**

- Masters

Preliminary data pending final processing in August
LEADERSHIP

Robert Pianta, dean since 2007 and the Novartis US Foundation Professor of Education

In addition to his role as dean, Robert Pianta is a professor of psychology, and founding director of the Center for Advanced Study of Teaching and Learning at the University of Virginia.

Dr. Pianta's research and policy interests focus on the intersection of education and human development. In particular, his work has been influential in advancing the conceptualization of teacher-student interactions and relationships and documenting their contributions to students' learning and development. Dr. Pianta has led research and development on measurement and improvement tools that help teachers interact with students more effectively and that are used widely in the United States and around the world. An internationally recognized expert in both early childhood education and K-12 teaching and learning, Dr. Pianta regularly consults with federal agencies, foundations, universities, and governments. He was named a Fellow of the American Education Research Association and received the Distinguished Alumni Award from the University of Minnesota in 2016.

Read more about him online at curry.virginia.edu/about/directory/robert-c-.pianta

DEGREES AWARDED AND MAJORS OFFERED

Degrees: Bachelor of Science in Education | Master of Education | Master of Teaching
Master of Science | Education Specialist | Doctor of Education | Doctor of Philosophy

Majors: Kinesiology | Youth & Social Innovation | Speech Communications Disorder
Teacher Education Dual Degree

$16,670,000

RESEARCH DOLLARS

The Curry School of Education reported $16,670,000 through the third quarter of FY18.
SNAPSHOTS

Graduate areas of study The Curry School of Education offers graduate studies in Administration & Supervision; Clinical & School Psychology; Counselor Education; Curriculum & Instruction; Educational; Policy; Educational Psychology - Applied Developmental Science; Higher Education; Instructional Technology; Kinesiology; Reading Education; Research; Statistics & Evaluation; Social Foundations; Special Education; Speech Communication Disorders.

Teacher Education The school also offers studies in elementary; Teacher Education - Secondary including: English Education, English Language Learners, Foreign Language, Gifted Education, Mathematics Education, Science Education, Social Studies Education.

Partnerships Committed to the impact of collaboration, Curry has academic degree partnerships with six UVA schools. The School partners with nearly 70 Virginia school divisions through the UVA K-12 Education Advisory Council. It also partners with organizations across the country and as far reaching as the University of Melbourne.

Initiatives Curry faculty have planned major cross-disciplinary initiatives aimed at transforming education and human development systems. These include the infusion of simulation into professional preparation in education and human services, the reinvention of American middle schools based on the recent science of positive youth development, investigating policies related to race and public education in the South, and the role of movement in human health and well-being.

Budgeted sources FY 2019

Total budgeted sources: $66,264,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment Fall 2017

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

Faculty | staff Fall 2017

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

Degrees conferred 2017-2018

- Bachelors
- Masters
- Doctorate
- EDS

Preliminary data pending final processing in August
LEADERSHIP

Craig H. Benson, PhD., PE, NAE, dean since 2015 and the Janet Scott Hamilton and John Downman Hamilton Professor

Dean Benson has been conducting research related to protection of the environment for three decades, with the primary focus on environmental containment of solid, hazardous, radioactive, and mining wastes; beneficial use of industrial byproducts; and sustainable infrastructure. He is recognized as the foremost international authority on engineered barriers for waste containment and is widely sought after for his expertise in design, operation, and performance assessment of waste disposal facilities. His expertise includes municipal solid waste, hazardous waste, coal combustion residuals, mining and mineral processing wastes, low-level radioactive waste, mixed radioactive waste, and uranium mill tailings.

Read more about him online at virginia.app.box.com/s/68xidc403au7qt93b44cxuxldptx2u5w

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Science degrees: Aerospace Engineering | Biomedical Engineering | Chemical Engineering | Civil Engineering | Computer Science (Partners with Arts & Science for a bachelor of arts degree in computer science) | Computer Engineering | Electrical Engineering | Engineering Science | Mechanical Engineering | Systems Engineering


$54,040,000

RESEARCH DOLLARS

The University of Virginia’s School of Engineering and Applied Science reported $54,040,000 through the third quarter of FY18.
SNAPSHOTS

Research funding  UVA Engineering is a leader among engineering schools nationally in increasing its research funding, aligned with the University’s goal for growing research. The School’s research funding increased by 36 percent from FY16-FY17, and as of the third quarter of FY2018 has a 22 percent increase compared to the first three quarters of FY2017. UVA Engineering is near the top among the 40 best-ranked engineering schools in the country for compound annual growth in its research program since 2015, ahead of Stanford, Duke, Georgia Tech and Virginia Tech.

Enrollment  An important driver of UVA Engineering's research growth has been a dramatic transformation of the graduate program. Among the top-40 graduate engineering programs in the United States, UVA is No. 1 in its compound annual growth rate in PhD students. Since 2015, UVA Engineering has PhD enrollment has grown by 48 percent, while master’s student enrollment has grown by 123 percent.

Diversity  With a strategic focus on excellence through diversity, UVA Engineering has the highest percentage of women undergraduates among public engineering schools in the nation. Thirty-two percent of undergraduates are women, compared with about 19 percent nationally. Additionally, UVA has a high percentage of women in computing majors – 28 percent compared to the national average of about 18 percent.

Retention  UVA Engineering has the highest four-year graduation rate among public engineering schools in the United States, according to the American Society for Engineering Education. UVA Engineering is also the top public school for graduation rates for students of color.

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Budgeted sources FY 2019

Total budgeted sources: $161,657,000

- $73,071
- $57,249
- $14,883
- $16,453

Figures are in thousands

Enrollment Fall 2017

- Undergraduate: 920
- Graduate: 2,754

Includes all degree-seeking students enrolled for credit

Faculty | staff Fall 2017

- Faculty, general/NTT: 175
- Faculty TTT: 158
- Staff: 58
- PRS: 89

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

Degrees conferred 2017-2018

- Bachelors: 659
- Masters: 197
- Doctorate: 78

Preliminary data pending final processing in August
LEADERSHIP

Risa L. Goluboff, dean since 2016 and the Arnold H. Leon Professor of Law

Risa Goluboff is the 12th, and the first female, dean of the University of Virginia School of Law. She is a nationally renowned legal historian whose scholarship and teaching focuses on American constitutional and civil rights law, and especially their historical development in the 20th century.

In 2008, Goluboff received the Law School’s Carl McFarland Award for excellence in faculty scholarship, and in 2011 the University of Virginia’s All-University Teaching Award. She is an affiliated scholar at the Miller Center and a faculty affiliate at the Carter G. Woodson Institute for African-American and African Studies. From 2011 to 2016, she directed the University’s J.D.-M.A. in History Program. Goluboff has served as a visiting professor at Columbia, Chicago and New York University law schools. She is a member of the American Academy of Arts and Sciences and the American Law Institute.

Prior to joining the Law School in 2002, Goluboff clerked for Judge Guido Calabresi of the U.S. Court of Appeals for the Second Circuit and Justice Stephen Breyer of the U.S. Supreme Court. She also served as a Fulbright Scholar to South Africa.

Read more about her online at law.virginia.edu/goluboff

DEGREES AWARDED AND MAJORS OFFERED

Juris Doctor | Master of Laws | Doctor of Juridical Science.

The Law School does not offer majors or specialization within its degree programs.

$1,890,000

RESEARCH DOLLARS

The School of Law reported $1,890,000 in research dollars through the third quarter of FY18
SNAPSHOTS

Highly ranked The Law School is No. 9 in U.S. News & World Report’s annual law school ranking released in March 2018. The 2017 Princeton Review rankings rated the Law School No. 1 in best professors and best quality of life, No. 2 in best classroom experience, and No. 6 in best career prospects. Above the Law ranked the Law School No. 2 in its 2018 law school rankings, which focus on employment outcomes.

Career success In the National Law Journal’s list of Go-To Law Schools, also released in March 2018, UVA School of Law ranks No. 4 based on the percentage of Class of 2017 graduates who took associate jobs at the largest 100 law firms.

Federal judiciary The Law School is No. 5 in the total number of federal judicial clerks for the classes of 2013-17, and No. 4 in Supreme Court clerkships from 2005-18.

Supreme Court The Law School tied for second in the number of lawyers from an organization arguing before the U.S. Supreme Court during the 2017 term, excluding the U.S. Office of the Solicitor General, and was first among law schools. The school also is tied for sixth in the total number of cases before the court that term.

Faculty honors Four professors — Dean Risa Goluboff, Vice Dean Leslie Kendrick, Julia Mahoney and Saikrishna Prakash — were elected to the American Law Institute. Dean Goluboff was elected to the American Academy of Arts and Sciences.

Budgeted sources FY 2019

Total budgeted sources: $78,048,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment Fall 2017

Graduate
Includes all degree-seeking students enrolled for credit

Faculty | staff Fall 2017

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

Degrees conferred 2017-2018

- Juris Doctor
- Masters
- Doctorate

Preliminary data pending final processing in August
LEADERSHIP

Dr. David S. Wilkes, dean since 2015

Dr. David S. Wilkes is a board-certified specialist in pulmonary disease and critical care medicine. Prior to joining the University of Virginia, he served as executive associate dean for research affairs at the Indiana University School of Medicine. Dr. Wilkes previously served as the Indiana University’s assistant vice president for research and as director of the Strategic Research Initiative for the Indiana University School of Medicine and Indiana University Health. He was also director of the Indiana University School of Medicine’s Physician Scientist Initiative.

He has served as a permanent member of study sections at the National Institutes of Health (NIH), as well as a member of the National Advisory Council for the National Institutes of Allergy and Infectious Diseases. Dr. Wilkes is a current member of the Board of Scientific Counselors for the National Heart, Lung and Blood Institute at NIH. Discoveries from Dr. Wilkes’ lab were the basis for his founding ImmuneWorks, a biotech company developing novel therapeutics for immune-mediated lung diseases. He is also the national director of the Harold Amos Medical Faculty Program for the Robert Wood Johnson Foundation, one of the nation’s leading programs in training physician scientists.

Read more about him online at uvahealth.com/about/health-system-info/leadership/david-s-wilkes-md-dean-uva-school-of-medicine

DEGREES AWARDED AND MAJORS OFFERED

The School of Medicine confers the MD, PhD, MPH, and MS (biomedical sciences and clinical research) degrees. The school partners with other schools in the University to offer many dual degrees including MD/PhD, MD/MSDS, MD/JD, MD/MBA, PhD/MPH, PhD/MS Commerce, MD/MSCR, with other dual options possible.

$149,250,000

RESEARCH DOLLARS

The School of Medicine reported $149,250,000 through the third quarter of FY18
**SNAPSHOTS**

**Inova Campus** The School of Medicine has established the "UVA School of Medicine Inova Campus" in Fairfax. Thirty-six students from each class (for a total of 72) will complete their third and fourth years at this campus and will experience clinical medicine in a high-volume urban environment. The first clerkship cohort will start in March 2021.

**Research** The School of Medicine entered into a formal agreement with Inova to establish the Global Genomics and Biomedical Research Institute (GBRI) on the Inova campus in Fairfax. The partnership with Inova will broaden our research footprint and attract eminent scientists to Virginia. Research will focus on genomics, functional biology, bioinformatics, biologically driven engineering, precision medicine, and related translational research. The GBRI will be housed in an existing building on the Inova campus and we anticipate occupancy in early 2020. George Mason University is a third partner in the venture.

**Rankings** U.S. News & World Report rankings went up: In the 2019 ranking of graduate programs, the School of Medicine was 21 in Primary Care (up from 24) and 26 in Research (up from 27). In addition the 2017-18 Best Doctors in America® list included 193 faculty physicians, or approximately 25% of the clinical faculty.

**Tuition** The School has not increased medical school tuition for the entering classes of 2015-2018. Our goal is to have no tuition increase through 2021.

**Diversity** The SOM was among 24 US health professions schools to receive the 2017 Health Professions Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine. This was the sixth consecutive year the SOM was recognized with this award.

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**Budgeted sources FY 2019**

**Total budgeted sources: $405,560,000**

- $101,456
- $233,796
- $36,970

**Enrollment Fall 2017**

- Graduate

Includes all degree-seeking students enrolled for credit

**Faculty | staff Fall 2017**

- Faculty, general/NTT
- Faculty TTT
- Staff
- PRS

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

**Degrees conferred 2017-2018**

- MD
- Masters
- Doctorate

Preliminary data pending final processing in August
LEADERSHIP

Dorrie K. Fontaine, RN, PhD, FAAN, dean since 2008 and Sadie Heath Cabaniss Professor of Nursing

A former critical care and trauma nurse and associate chief nursing officer at the UVA Medical Center, Dean Fontaine is a tireless champion of interprofessional education, purposeful instruction in compassion and mindfulness, and the driver of the School’s expansive diversity and inclusion initiative.

Founder of UVA’s signature Compassionate Care Initiative, Fontaine lectures around the world on the criticality of teaching resilience practices to students and clinicians, the importance of nursing diversity, and the immense significance of establishing healthy work environments.

Past-president of the American Association of Critical Care Nurses, immediate president of the Virginia Association of Colleges of Nursing, and a Fellow of the American Academy of Nursing for more than 20 years, Fontaine is also deeply embedded in the Greater Charlottesville community, serving on the local boards of PACE, the United Way, and Hospice of the Piedmont. A member of UVA’s Raven Society, she received UVA Health System’s Martin Luther King Jr. Award, the University of Maryland’s Visionary Pioneer Award, and, in 2017, the Gordon F. Rainey, Jr. Award for “vigilance to the student experience.”

Read more about her online at nursing.virginia.edu/people/dkf2u/

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Science in Nursing (BSN) | Master of Science in Nursing (MSN, seven specialty tracks) | Clinical Nurse Leader Master’s | Doctor of Nursing Practice (DNP, two pathways — BSN-DNP, MSN to DNP) | Doctor of Philosophy in nursing (PhD)

$1,296,000

RESEARCH DOLLARS

The School of Nursing reported $1,296,000 through the third quarter of FY18. Major funding sources include National Institutes of Health (NIH), National Institute of Nursing Research (NINR), and others.
SNAPSHOTS

Faculty  In 2017-18, the School added two more faculty presidents to its roster of leaders serving on major regional and national nursing organizations, bringing its total number of presidents to six.

Fundraising  A third $5 million gift from Joanne and Bill Conway brings their total commitment to the School to $15 million and enabled the School to surpass its $6 million 2017-2018 fundraising goal with total gifts and commitments of $8.3 million.

Continuing education  In response to demand from alumni and nurses across the Commonwealth, UVA Nursing’s Continuing Education programs drew 799 participants this past year, a 64 percent increase over last year.

Clinical training  To broaden the depth, breadth, and geographic reach of pre-licensure students’ experiences, the School established a half-dozen new clinical sites at INOVA, DC Children’s Medical Center, VCU Medical Center and Chippenham Hospital, and at clinics in Lynchburg and Harrisonburg, and amplified the richness and variety of its in-house simulation experiences for nursing students by nearly 50 percent.

Initiatives  The “Wisdom in Nursing” program starting this fall will pair undergraduate students with patients being treated at UVA Medical Center.

Ranking  The School of Nursing remains Virginia’s only nursing school with graduate programs ranked among the nation’s top 20, according to U.S. News & World Report, including a No. 3-in-the-nation Clinical Nurse Leader master’s program for non-nurses fast-track transitioning into the profession.

Applications  The School received a record-breaking 1,155 applications for the BSN class of 2022, an increase of 11 percent from 2017 and 65 percent from 2013.

Budgeted sources FY 2019

Total budgeted sources: $23,196,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

Enrollment Fall 2017

Undergraduate  342
Graduate  389

Includes all degree-seeking students enrolled for credit

Faculty | staff Fall 2017

- Faculty, general/NTT  43
- Faculty TTT  40
- Staff  29
- PRS  1

A&P faculty with tenure are included in the Faculty TTT count. All other A&P faculty are included in the Staff count

Degrees conferred 2017-2018

- Bachelors  111
- Masters  122
- Doctorate  30

Preliminary data pending final processing in August
THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE

LEADERSHIP

Donna P. Henry, PhD, chancellor since 2013

Donna Price Henry is the College’s eighth chancellor. Under her leadership, UVA-Wise is realizing its goals, including recruiting and retaining faculty through more competitive salaries; securing and filling endowed professorships; establishing a success coaching model to improve freshmen retention. A biologist with extensive experience in higher education, Henry spent 16 years in a variety of positions at Florida Gulf Coast University, where she was a founding faculty member.

Additional members of the UVA-Wise senior administration include: Robert Bragg, vice chancellor for development; Sim Ewing, vice chancellor and COO; Sandy Huguenin, provost; Rusty Necessarily, vice chancellor for enrollment and student life; Shannon Blevins, associate vice chancellor for economic development and engagement; Jewell Worley, associate vice chancellor for compliance, inclusion and conduct.

DEGREES AWARDED AND MAJORS OFFERED

Accounting | Administration of Justice | Art | Biochemistry | Biology | Business Administration | Chemistry | Communication Studies | Computer Science | Economics | English Literature | Environmental Science | Foreign Studies | French | Government | Health and Physical Education | History | Interdisciplinary Studies | Liberal Arts and Sciences | Management Information Systems | Mathematics | Medical Technology/Clinical Laboratory Science | Music | Nursing | Psychology | Sociology | Software Engineering | Spanish | Theater

$2,700,000

RESEARCH DOLLARS

UVA-Wise has received numerous economic development grants totaling approximately $2.7 million to support regional economic growth. Sponsors include the Appalachian Regional Commission, the Virginia Tourism Corporation and the Virginia Department of Housing and Community Development. A sampling of projects includes: Southwest Regional Cybersecurity Initiative Workforce, MySWVA Regional Entrepreneurship Blueprint Initiative and Building Entrepreneurial Economies (BEE)
SNAPSHOTS

**Faculty** Number of tenured faculty: 50; number of tenure-track faculty: 27; number of non-tenure track faculty: 25; number of general or administrative faculty: 33; number of staff members: 215; number of adjunct faculty: 60

**American Chemical Society** accreditation achieved in April 2018.

**Announced** plans to join the South Atlantic Conference, April 2018

**UVA-Wise Research Day, classes** canceled to celebrate student and faculty research, April 2018

**Carl W. Smith** Bicentennial Scholarships, largest gift in UVA-Wise history, December 2017

**Virginia Gubernatorial Debate,** hosted jointly by UVA-Wise and UVA Frank Batten School of Leadership and Public Policy, Wise, October 2017

**Strategic Investment Fund** to support the UVA-Wise Innovation Ecosystem, $3.5 million, June 2017

**Gift** of the privately owned property, Oxbow Center, to UVA-Wise to support a new innovation economy and environmental initiatives along the Clinch River, July 2016

**Opening** of the new $37 million library, August 2016 and dedication of John T. Casteen III Plaza, November 2016

MISSION STATEMENT

The University of Virginia’s College at Wise seeks to provide students with the insight, competence, sensitivity, and integrity necessary for living enriched lives and enriching the lives of others. Since 1954, being Wise has meant being guided by citizenship and altruism. Proud of our Appalachian heritage, we continue to honor our commitment of service to Southwest Virginia, the nation, and the world. We pride ourselves in our legacy of teaching and scholarly excellence and our dedication to quality in both the arts and sciences and professional programs. Above all, The University of Virginia’s College at Wise is a diverse community of people who believe that information can be transformed into knowledge and that teaching and learning create a foundation for wisdom.

KEY METRICS

**Enrollment** The number of students enrolled in the 2017-2018 academic year as measured in the Fall was approximately 2,100. UVA-Wise is an undergraduate institution and does not currently offer graduate degrees, but has initiated the process for implementing a Master of Arts in Teaching.

**Budget** In 2017-2018, the College’s operating budget totaled $42.17 million.

**Tuition** In 2017-2018, in-state tuition and fees totaled $9,825 and out-of-state tuition and fees totaled $27,055. Residents of Tennessee and Kentucky within 50 air miles of Wise qualify for in-state tuition rates.

**Students** Ninety-five percent (95%) of UVA-Wise students come from the Commonwealth of Virginia. Nineteen (19) states and U.S. territories are represented in the student body as well as 17 countries.
LEADERSHIP

Larry J. Sabato
director since 1998

Larry J. Sabato is a New York Times best-selling author, has won three Emmys, and is recognized as one of the nation’s most respected political analysts. He appears multiple times a week on national and international TV, including FOX, CNN, MSNBC, and CNN International. A Rhodes Scholar, Sabato is the founder and director of the University of Virginia’s Center for Politics and has had visiting appointments at Oxford and Cambridge universities in England.

Read more about him online at www.centerforpolitics.org/staff_sabato.html

SNAPSHOTS

Outreach The Center’s national Youth Leadership Initiative (YLI) is among the largest public outreach programs of any college or University, serving more than 95,000 K-12 teachers annually worldwide.

In action During the 2017-18 fiscal year, the center’s international program, Global Perspectives on Democracy, hosted the Youth Ambassadors for Argentina/Chile, which included 26 youth and four educators. The center hosted the second delegation of the Leaders Advancing Democracy Mongolia Fellowship that included 40 young professionals from that nation. The center also hosted His Excellency Joe Hockey, Ambassador of Australia to the United States for a public event at the University.

Service During 2017-2018, the Center for Politics’ Crystal Ball provided political analysis to over 50,000 subscribers.

DEGREES AND MAJORS

PLAP 3370: Workshop in American Politics Center internship
PLAP 5993: Problems in American Politics (Independent Study)
PLAP 4360: Campaigns and Elections
PLAP 4500: The Kennedy Half Century

RESEARCH DOLLARS

Reported through the third quarter of FY18.

Budgeted sources FY 2019

Total budgeted sources: $2,185,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands
SNAPSHOTS

Mission The center is a nonpartisan affiliate of the University of Virginia that specializes in presidential scholarship, public policy, and political history and strives to apply the lessons of history and civil discourse to the nation’s most pressing contemporary governance challenges.

History The Miller Center was founded in 1975 through the philanthropy of Burkett Miller, a 1914 graduate of the University of Virginia School of Law and prominent Tennessean. Miller envisioned a place where leaders, scholars, and the public could come together for discussions grounded in history to find consensus solutions. At the Miller Center, we believe that opposing positions can both have merit; that we can investigate questions of fact and discuss questions of opinion; that we can be open to changing our minds; and that our political system benefits from compromise.

Operation The center is overseen by its Governing Council and enjoys maximum autonomy within the University system. Its programs are supported by the funds solicited through the Miller Center Foundation and its endowment. The Miller Center’s combined endowment now stands at more than $70 million.

$75,400
RESEARCH DOLLARS
Reported through the third quarter of FY18

Budgeted sources
FY 2019
Total budgeted sources: $5,170,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

LEADERSHIP

William Antholis
director and CEO since 2015

William Antholis is the former managing director at The Brookings Institution, served as the director of international economic affairs for the National Security Council in the Clinton Administration and has expertise on climate change, India, China, international economics, development, U.S. foreign policy. He is the author of “Inside Out India and China: Local Politics Go Global,” and “Fast Forward: Ethics and Politics in the Age of Global Warming.”

Read more about him online at millercenter.org/experts/william-j-antholis

FACULTY | STAFF

Ten faculty, 19 affiliated faculty and fellows, and 27 staff
LEADERSHIP

John M. Unsworth, dean since 2016

John M. Unsworth's appointment in 2016 was actually a homecoming — he received a PhD in English from the University in 1988 and later became a tenured professor of English at UVA, as well as the first director of UVA's Institute for Advanced Technology in the Humanities. Before his return, Unsworth was at Brandeis University, where he served as vice provost, University librarian, chief information officer, and professor of English.

Read more about him online at news.library.virginia.edu/files/2017/07/JUbio0617.pdf

SNAPSHOTS

Volumes and volume Over 20 million manuscripts and archives; over 5 million books; more than 2 million visits annually; 631,381 ebooks; Over 187,000 Journal subscriptions; 62,990 films and videos; 5,052,194 downloads of electronic materials; 70,000 plus study room reservations; 32,012 reference consultations

Mission The University of Virginia Library is central to the research, teaching, and learning priorities of the University and plays an integral role in UVA's ability to maintain its standing as a top-ranked public institution of higher education.

Facilities Ten facilities and a sophisticated online environment (library.virginia.edu) serve the entire University community and support all academic programs. In addition to the University Library system, the Claude Moore Health Sciences Library, the Camp Library in the Darden Graduate School of Business Administration, and the Arthur J. Morris Law Library serve the University's professional schools.

Legacy The Library’s first collection was selected by Thomas Jefferson and arranged according to a classification scheme he adapted from Francis Bacon's “The Advancement of Learning.” Today, the Library’s original purpose remains unchanged: to provide access to accumulated knowledge, and in so doing, increase it.

$886,000

RESEARCH DOLLARS

Reported through the third quarter of FY18.

Budgeted sources FY 2019

Total budgeted sources: $10,036,000

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

FACULTY | STAFF

39 administrative or professional faculty (Librarian John Unsworth is tenured faculty) and 187 staff. The library also employed more than 275 student assistants during the last academic year.
MISSION

Pan-University Institutes develop innovative and comprehensive approaches to solving major global challenges. A joint effort between the Executive Vice President & Provost and the Office of the Vice President for Research, these institutes:

- Bring faculty, researchers and staff together from across several schools and disciplines (known as cross-disciplinary or trans-disciplinary research)
- Focus on areas where UVA can move “from prominence to pre-eminence”
- Initially funded by central University resources, but are expected to become self-sustaining
- Longevity is dependent on funding and outcomes

CURRENT INSTITUTES

Data Science Institute

Established 2013 Led by Phil Bourne, Professor of Biomedical Engineering; Online: dsi.virginia.edu/
Mission, accomplishments: Research and education in data science: large-scale, complex data analysis through computation, science, engineering, mathematics, statistics, commerce, social science, humanities, law and more. Garnered $15 million to support activities. The Master of Science in Data Science (MSDS) is a 10-month professional master’s program. Ranked 6th in the country in its first year. Created Rivanna, a $2.4 million supercomputer, in 2014.

BRAIN (Bold Research Advancements in Neuroscience) Institute

Established 2016 Led by Professor Jaideep Kapur, MD, PhD., from the Department of Neurology. Online: virginia.edu/vpr/Brain/
Mission, accomplishments: The UVA BRAIN Institute addresses important “grand challenges” in understanding, treating, and reverse-engineering the brain. It draws upon more than 80 faculty in four schools and the Data Science Institute and leverages additional cluster faculty hires in neurosciences, biomedical data sciences, traumatic brain injury, neurosensing, neuromodulation and autism.

Global Infectious Diseases Institute

Established 2017 Led by Alison Criss, Associate Professor of Microbiology, Immunology, and Cancer Biology. Online: virginia.edu/vpr/Global/
Mission, accomplishments: Combating urgent infectious threats, including epidemics such as: Ebola, untreatable “superbugs” and diarrheal infections. Solidifying UVA’s global footprint through international partnerships and collaborations while seeking funding for research. Promotes scholarship on infectious diseases, educates and trains lab, social science and clinical researchers, engineers, educators, policymakers and entrepreneurs.

Environmental Resilience Institute

Established 2017 Led by Karen McGlathery, Professor of Environmental Sciences. Online: virginia.edu/vpr/Resilience/
Mission, accomplishments: Seeks to accelerate solutions to urgent social-ecological challenges such as coastal flooding and storm impacts in coastal regions, as well as water security. Requires collaborative research where human, natural and infrastructure systems (dams, bridges, coastal regions) converge and integrates new models, sensing tools, big data, narratives, designs and behavioral research. Initial Focus: Making Virginia the coastal resilience state.
The University of Virginia Health System is an academic health system whose mission is to provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity and inclusiveness. In all that we do, we work to benefit human health and improve the quality of life in the Commonwealth of Virginia and beyond. Here is a snapshot of how we serve people throughout the commonwealth through patient care, research and education.

Patient Care

Our goal is that all Virginians are able to receive all of their healthcare without leaving the Commonwealth. UVA Medical Center serves as a hospital of hope for the Commonwealth, providing high-quality, highly specialized care to patients from every region of Virginia. We use our Be Safe process, which provides a disciplined daily method to solve any issues our care providers encounter, to help provide excellent outcomes for our patients.
Caring for the Commonwealth

During fiscal year 2017, UVA Medical Center:

Cared for 221,790 Virginia residents.

Admitted more than 29,000 inpatients (excluding newborns), utilizing 612 inpatient beds.

Had an all-payor Case Mix Index (CMI) of 2.12. That compares to an average all-payor CMI of 1.95 across academic and leading medical centers in three different benchmarked compare groups for the same period. A higher CMI number indicates more complex care is being provided.

Had more than 883,000 visits to more than 100 primary and specialty care outpatient clinics.

Had 62,759 visits to its Emergency Department.

Performed 30,224 surgical cases between the main Operating Room and the Outpatient Surgery Center.

Operated a Level I Trauma Center, the highest designation the state confers.

Performed 225 transplants.

Delivered over 1,700 babies, most of whom were high risk or complex births.

Provided dialysis services through 11 outpatient dialysis facilities located throughout Central Virginia.

Offered over 60 specialty telemedicine services.

Employed 8,721 people at the Medical Center and its other business units (Outpatient Surgery, Off Campus Dialysis, Community Medicine, Transitional Care Hospital, UVA Imaging, and Continuum Home Health).

Care was provided by 850 attending physicians at the Medical Center, who are employed jointly by the School of Medicine and the faculty practice plan, University Physicians Group (UPG).

During fiscal year 2018 UVA Medical Center trained 800 residents and fellows in 132 total training programs.

UVA Health System cares for all Virginians, regardless of their ability to pay. It serves as a key component of Virginia’s safety net. In fiscal year 2017, UVA provided $250 million in indigent care. Patients come from every region of Virginia.

See charts on the following page.

High-Quality Care

In the 2017-2018 U.S. News & World Report Best Hospitals guide, UVA is ranked the No. 1 hospital in Virginia. Nationally recognized specialties by U.S. News at UVA include:

Children’s Hospitals  Best in 2017-18
Neonatology No. 30
Diabetes and Endocrinology No. 34
Orthopedics No. 41 (tie)
Cardiology and heart surgery No. 44

Hospitals (adults) Best in 2017-18
Cancer No. 30
Ear, nose and throat No. 32
Orthopedics No. 33
Urology No. 35
Diabetes and Endocrinology No. 44
Cardiology and heart surgery No. 50

Gastroenterology and GI surgery: High performing (top 10 percent among their specialty nationally)
Nephrology: High performing (top 10 percent among their specialty nationally)
Neurology and Neurosurgery: High performing (top 10 percent among their specialty nationally)
Pulmonology: High performing (top 10 percent among their specialty nationally)


Has nationally recognized faculty for patient care, with 195 UVA physicians honored among the 2017-2018 “Best Doctors in America” by Best Doctors, Inc.
Indigent care (IC) and Medicaid (M)

UVA Medical Center and Affiliates data by Virginia Health Planning District, FY2017

**Total charges**
- Indigent care: $307,202,615
- Medicaid: $679,646,068
- Total: $986,848,683

**Virginia charges only**
- Indigent care: $250,400,226
- Medicaid: $667,272,814
- Total: $917,673,040

**Virginia only**
- Indigent care: $250,400,226
- Medicaid: $667,272,814
- Total: $917,673,040

Numbers are for Medical Center Consolidated and include Community Medicine, Outreach, Imaging, Renal, HOPE, TCH.
Expanding access to health care

UVA provides care at locations across the Commonwealth, including through telehealth and a host of partnerships and joint ventures. Following are some examples of the partnerships that help UVA provide care for patients:

**Novant Health UVA Health System** is a joint operating company formed in January 2016 between UVA and Novant Health, a community hospital system headquartered in North Carolina. Novant Health is the majority partner and manager. The primary assets are Culpeper Medical Center, Prince William Medical Center and Haymarket Medical Center in northern Virginia.

**The Health Wagon** and UVA Health System are partnering to establish a telemedicine network in Southwest Virginia to help treat patients suffering from an opioid addiction. Supported by a $448,000 grant from the Tobacco Commission, UVA and the Health Wagon will establish a pilot program that will make it easier for residents to receive care from specialists in addiction management. Based on the results from the pilot program, it may be expanded to other areas of the Commonwealth.

**Children’s Hospital of the King’s Daughters** (CHKD) in Norfolk and UVA Health System announced plans in 2017 to form a clinically integrated network (CIN) dedicated to improving children’s health. The network builds on a regional collaborative for cardiac care between CHKD and UVA. The CIN is designed to improve patients’ health and lower costs through care coordination and by implementing physician-designed clinical standards. The CIN was formed on July 1, 2018, as Fortify Children’s Health LLC.

**Bon Secours Virginia** and UVA Health System are collaborating to provide a variety of patient care services in Richmond, including interventional neuroradiology, pediatric infectious diseases, pediatric genetics and heart care.

**The Health System** has two partnerships in different parts of the Commonwealth for state-of-the-art stereotactic radiosurgery centers. One center is located on the campus of Riverside Regional Medical Center in Newport News. In addition, the Health System has partnered with Valley Health and Winchester Medical Center in Winchester for radiosurgery. These partnerships enable residents in Hampton Roads and Northwest Virginia to receive this care locally.

**Children’s Hospital of Pittsburgh** of UPMC transplant surgeons consult with UVA counterparts and with Virginia-based patients through teleconsults. Once organs become available for transplant, a team of nurses, surgeons and specialists from Pittsburgh travel to UVA to perform the transplant alongside UVA transplant surgeons.

**The Medical Center** has established dialysis center sites throughout Central Virginia, including Lynchburg, Altavista, Appomattox and Amherst, to enable patients in that region of the state to receive outpatient dialysis without traveling to Charlottesville. In fiscal year 2017 the Medical Center cared for 688 patients in these centers.
University of Virginia Transitional Care Hospital

The UVA Transitional Care Hospital is a 40-bed long-term acute care hospital located two miles west of Charlottesville at the Northridge Medical Park.

It is designed for patients with acute care needs who may be chronically ill and require continued inpatient stays on average of 25 days or more.

It focuses solely on long-stay patients and their families, providing care in an environment customized for their needs, and thereby creates additional acute care capacity in the UVA Medical Center.

It is the only such facility in this Health Planning Region and admitted its first patient on Aug. 4, 2010. Since then, more than 2,500 individuals have benefitted from the TCH.

Most patients are admitted from the UVA Medical Center and other hospitals in Virginia, but the range extends as far south as Florida and west to California.

HEALTH SYSTEM RESEARCH

The UVA School of Medicine, with 21 clinical departments, eight basic science departments and seven research centers, consistently attracts some of the nation’s most prominent researchers to develop scientific breakthroughs that will benefit patients across the Commonwealth and beyond. In 2017, 289 health science research studies were opened at UVA to better understand diseases and investigate the effectiveness of new potential options to better care for patients.

UVA’s commitment to biomedical research is reflected both in national rankings as well as its efforts to expand its research efforts through strategic hires and research partnerships.

NATIONAL RECOGNITION

Ranking In its 2018 Best Grad Schools guide, U.S. News & World Report ranked the School of Medicine 27th in the nation for research among medical schools.

Funding Federal funding for UVA’s medical research rose from $101.2 million in 2015 to more than $126 million in 2016, according to the Blue Ridge Institute for Medical Research. In a single year, UVA Health System climbed from 40th in total NIH support to 35th.

Growth For fiscal year 2014 through fiscal year 2017, the overall University extramural research funding portfolio grew by $79M (+27%) and was driven primarily by growth in the School of Medicine portfolio +$60M, (+37%), as discussed in more detail under the section on Economic Development.

<table>
<thead>
<tr>
<th>Years</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>University (total)*</td>
<td>$293 million</td>
<td>$311 million</td>
<td>$338 million</td>
<td>$372 million</td>
<td>+$79 million</td>
</tr>
<tr>
<td>SOM*</td>
<td>$162 million</td>
<td>$178 million</td>
<td>$207 million</td>
<td>$222 million</td>
<td>+$60 million</td>
</tr>
</tbody>
</table>

*Source: UVA Office of Sponsored Programs; numbers include Hemophilia Project
**Telehealth**

Through the Karen S. Rheuban Center for Telehealth, thousands of patients receive care and education each year without having to travel to Charlottesville. UVA’s goal is to expand our telehealth capabilities to facilitate 60,000 virtual visits over the next three years.

<table>
<thead>
<tr>
<th>TMED Services</th>
<th>FY95-18 YTD**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Encounter</td>
<td>49,634</td>
</tr>
<tr>
<td>Patient Education</td>
<td>3,501</td>
</tr>
<tr>
<td>Remote Patient Monitoring*</td>
<td>8,783</td>
</tr>
<tr>
<td>Home Visit</td>
<td>158</td>
</tr>
<tr>
<td>Store and Forward</td>
<td>11,247</td>
</tr>
<tr>
<td>Clinician-to-Clinician Consultation</td>
<td>277</td>
</tr>
<tr>
<td>eConsults</td>
<td>2,478</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>69,482</strong></td>
</tr>
<tr>
<td><strong>Total VA travel saved for patients</strong></td>
<td><strong>16.3M miles</strong></td>
</tr>
</tbody>
</table>

* Number enrolled, does not include connections made
** Data through November; projections for Dec. 2017

### Services

<table>
<thead>
<tr>
<th>Services</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychiatry – child and family</td>
<td>31%</td>
</tr>
<tr>
<td>Psychiatry – adult</td>
<td>14%</td>
</tr>
<tr>
<td>Home monitoring</td>
<td>12%</td>
</tr>
<tr>
<td>Other &lt;2.0%</td>
<td>10%</td>
</tr>
<tr>
<td>Peds echo</td>
<td>9%</td>
</tr>
<tr>
<td>Diabetic retinopathy</td>
<td>6%</td>
</tr>
<tr>
<td>OBGYN</td>
<td>5%</td>
</tr>
<tr>
<td>Diabetes education</td>
<td>4%</td>
</tr>
<tr>
<td>Hepatology</td>
<td>3%</td>
</tr>
<tr>
<td>Mobile mammography</td>
<td>3%</td>
</tr>
<tr>
<td>Infectious disease</td>
<td>3%</td>
</tr>
<tr>
<td>Dermatology</td>
<td>2%</td>
</tr>
</tbody>
</table>

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**STRATEGIC HIRING INITIATIVE**

The School of Medicine’s Strategic Hiring Initiative will recruit up to 32 researchers, primarily physician-scientists working in cross-disciplinary areas that link to existing UVA scientists. The goal is to expand UVA’s research portfolio and increase NIH research funding to $150 million by 2020. Strategic hires to date include:

- **Jayakrishna Ambati, MD**, Ophthalmology (from University of Kentucky)
- **Thomas Barker, PhD**, Biomedical Engineering (from Georgia Institute of Technology & Emory University School of Medicine)
- **Ananda Basu, MD and Rita Basu, MD**, Endocrinology (from Mayo Clinic)
- **Philip Bourne, PhD**, Director, Data Science Institute (National Institutes of Health)
- **Graham Casey, PhD**, Public Health Sciences (from Keck School of Medicine, University of Southern California)
- **Heather Ferris, MD, PhD**, Endocrinology (from Harvard Medical School)

- **Francine Garrett-Bakelman, MD**, Hematology-Oncology (from Weill Cornell Medicine)
- **Robert Klesges, PhD, Wayne Talcott, PhD, and Melissa Little, PhD**, Public Health Sciences (from the University of Tennessee Health Science Center)
- **A. Sasha Krupnick, MD**, Transplant Surgery (from Washington University in St. Louis)
- **Trey Lee, MD**, Pediatric Hematology-Oncology (from National Cancer Institute)
- **Lawrence Lum, MD**, Hematology-Oncology (from Karmanos Cancer Institute)
- **Sean Moore, MD**, Pediatric Gastroenterology (from Cincinnati Children’s Hospital Medical Center)
- **Jose Oberholzer, MD**, Director, Charles O. Strickler Transplant Center (from University of Illinois at Chicago)
- **Arturo Saavedra, MD, PhD, MBA**, Chair of Dermatology (from Harvard Medical School)
- **Martha A. Zeiger, MD**, Chair, Surgery (from Johns Hopkins University School of Medicine)
Research partnerships

Through a research affiliation with Inova Health System and a partnership with George Mason University, UVA is developing the Global Genomics and Bioinformatics Research Institute on the 117-acre Falls Church campus of the Inova Center for Personalized Health. The Institute will focus on five principal areas of research: genetics and genomics, systems biology of disease, developmental biology, computational biology, and bioengineering.

Under the leadership of Karen Johnston, MD, former chair of the UVA Department of Neurology, the School of Medicine is developing an application for a Clinical and Translational Science Award (CTSA) Program. Inova is working with UVA on this initiative.

In 2016, the University of Virginia-Virginia Tech Carilion Neuroscience Research collaboration awarded $550,000 to nine cross-University research teams from the two institutions to tackle pressing problems in brain development and function in health and disease.

HEALTH SYSTEM EDUCATION

The UVA Health System plays a significant role in educating the next generation of healthcare professionals on Grounds. This includes 389 undergraduate and 376 graduate students at the UVA School of Nursing as well as 636 medical students, 234 Biomedical Sciences Graduate Program students, and 78 Public Health Sciences master’s program students at the UVA School of Medicine. UVA offers the following degree programs through the School of Medicine: MD, MD/PhD, MD/JD, MD/MBA, MD/MS (clinical research), MD/MS (data sciences), MPH, and PhD. Additional educational opportunities are provided through UVA’s School of Continuing and Professional Studies, partnerships with Piedmont Virginia Community College, rotations at other hospitals and health systems in the Commonwealth, and UVA’s Center for Telehealth.

In 2017, the School of Medicine graduated 151 medical students. 161 medical students were admitted to the class of 2021. Forty-six percent are Virginians, 48 percent are women and 22 percent are students from historically underrepresented groups.

The Medical Center, in conjunction with the School of Medicine faculty, has a robust Graduate Medical Education program. In FY 2018, 800 residents and fellows received training at the UVA Medical Center in 132 Graduate Medical Education programs. Of those 800 residents and fellows, 619 (77%) came to UVA from another state following medical school. Thus, we are a major importer of talent to the Commonwealth.
Research breakthroughs

**UVA neurosurgeon Jeff Elias, MD,** led the research into the use of focused ultrasound as a scalpel-free alternative to brain surgery for essential tremor. Supported by the Commonwealth and the Focused Ultrasound Foundation, his years of work led to federal Food and Drug Administration approval. UVA researchers are now testing the potential of focused ultrasound to treat conditions ranging from Parkinson’s disease to epilepsy to breast cancer.

**A research team** led by UVA neuroscientist Jonathan Kipnis PhD, overturned decades of teaching by discovering a direct connection between the brain and the immune system. This discovery could have a significant impact on the understanding and treatment of neurological diseases.

**Researchers** at the UVA Center for Diabetes Technology led by Boris Kovatchev, PhD, have developed an artificial pancreas to automatically monitor and regulate blood-sugar levels in people with Type 1 diabetes. The goal: eliminate the need for people with Type 1 diabetes to stick their fingers multiple times daily to check their blood-sugar levels and to inject insulin manually. The device is now undergoing its final tests.

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**TRAINING**

**Nationally honored for training the next generation**

Both the School of Medicine and School of Nursing are on the cutting edge of education. The School of Medicine’s “Next Generation” Cells to Society Curriculum helps students learn patient-care skills and is a national model for integrated, active learning. The Center for ASPIRE – a partnership between the School of Nursing, School of Medicine and the Claude Moore Health Sciences Library – supports collaboration among future doctors and nurses, preparing them for a patient-care environment that is increasingly centered around teams. UVA’s medical and nursing education programs have earned several national honors.

**The School of Medicine** is tied for 24th in primary care, according to the 2018 U.S. News & World Report Best Grad Schools guide.

**The School of Nursing** has multiple graduate nursing programs ranked among the nation’s top 20:

- No. 2 - Clinical Nurse Leader master’s
- No. 7 - Psychiatric-Mental Health Nurse Practitioner master’s
- No. 12 - Pediatric Nurse Practitioner-Primary Care master’s
- No. 14 - Adult-Gerontology Acute Care Nurse Practitioner master’s
- No. 15 - Doctor of Nursing Practice
- No. 17 - Family Nurse Practitioner master’s
- No. 19 - Master’s program (overall)

**The School of Medicine** has earned the Higher Education Excellence in Diversity Award from INSIGHT Into Diversity magazine six years in a row. The percentage of medical students from underrepresented backgrounds increased from less than 6 percent a decade ago to over 25 percent today.
Education partnership

Expanding educational opportunities

The academic partnership with Inova Health System creates a regional campus of the UVA School of Medicine at Inova, which will enable UVA medical students to complete their clerkship and post-clerkship educational rotations in Northern Virginia at Inova facilities. The first group of 36 UVA students is expected to start their clerkships in March 2021.

Through partnerships with Piedmont Virginia Community College that include funding for faculty positions as well as providing training locations for students, UVA and PVCC are preparing students for careers in fields that range from surgical technologists to pharmacy technicians. These partnerships help UVA Health System meet patient care needs by training future team members while helping Central Virginia residents find good-paying jobs.

UVA's School of Continuing and Professional Studies offers two programs to help students interested in medical careers:

A post-baccalaureate, pre-medical certificate for students looking for a career change who want to consider medical school and majored in topics other than pre-health in college.

A degree completion program in Health Sciences Management designed for students who have associate’s degrees in allied health fields and now want to move into healthcare management.

As part of its continuing medical education efforts, UVA is partnering with VCU and Virginia Tech Carilion on Project ECHO, a pilot program using telehealth to train physicians to help combat the opioid epidemic.

Economic development

UVA Health System is an economic engine for the Commonwealth, as demonstrated by an economic impact study conducted for the University by the research firm of Tripp Umbach. The study found that UVA Health System has a $4 billion economic impact on the Commonwealth and supports a total of 27,194 jobs across Virginia. A significant portion of that economic impact comes from the research conducted at the UVA School of Medicine. The Tripp Umbach study found that the School of Medicine’s research activity generated an economic impact of $425.4 million for Virginia and supported 7,169 jobs across the Commonwealth.

In fiscal year 2017, the Health System:

- Employed over 11,400 people
- Had total assets of $4.5 billion
- Had $2.5 billion in endowment and investments
- Had $1.5 billion in capital
- $0.5 billion in cash, receivables and inventory
- Had total operating revenue of $2.3 billion for the Medical Center, School of Medicine, UPG and the Library

A 2016 report from the National Venture Capital Association ranked Charlottesville as the fastest growing region for venture capital in the U.S. That is attributable in part to the commercialization of research discoveries made at the UVA School of Medicine. The University has established innovation funds, including a seed fund that is focused on translational research and early-stage companies that are founded on University-related intellectual property, and a venture fund designed to make strategic investments in early stage companies whose products and services further the mission of the UVA Health System.

An example of a beneficiary of the seed fund is Charlottesville-based biotechnology TearSolutions, which received $8.5 million in funding in December to continue developing a treatment for dry eye based on the research findings of UVA researcher and company co-founder Gordon Laurie. An example of a Venture Fund investment is Avia Innovation Network, a consortium of 30 national health systems collectively and collaboratively devoted to realizing the benefits of digital technologies in the improved delivery of healthcare.

UVA Health System also has a host of programs and initiatives in place to help carry out the recommendations to build a world-class healthcare system in Virginia that are contained in the Blueprint Virginia 2025 plan from the Virginia Chamber of Commerce.
Employee health and wellness

Be Well: UVA Health System has implemented an employee population health management program to improve the health of team members and reduce health care costs for the UVA Health Plan. The Be Well program pairs team members with wellness coaches to create a personalized program that helps team members meet their health goals. Participants in the Be Well pilot program:

4,779 31% 28%
Lost a total of 4,779 pounds Saw a 31 percent average decrease in perceived stress Saw a 28 percent average decrease in emotional exhaustion

SNAPSHOTS

MAPP2Health  UVA Health System is an active participant in the Thomas Jefferson Health District MAPP2Health plan, which identified the community’s health needs and established district-wide community health priorities and goals.

Pediatric network  Our network with CHKD clinically seeks to provide all children in Virginia with easy access to the best care in the right location with the greatest efficiency and value.

Quality and cost control  UVA’s Karen S. Rheuban Center for Telehealth helps thousands of patients across Virginia each year – especially in regions of Virginia with shortages of healthcare providers – more easily access high-quality care at lower costs.

Innovation  Through our partnership with Inova to form the Global Genomics and Bioinformatics Research Institute, we aim to make the Commonwealth a leader in genomics research that can enhance patient care.

Digital technologies  The Health System is working on a number of initiatives involving the use of technology to improve care and the delivery of care for residents of the Commonwealth.

Team-based care  UVA School of Medicine’s Next-Generation Medical School curriculum emphasizes team-based care, as does the Center for ASPIRE.

Training opportunities  Through our partnership with Inova to create a regional campus of the UVA School of Medicine, we are expanding training opportunities for our medical students.

Partnerships  Working with Piedmont Virginia Community College, the UVA Health System provides financial support and training sites for students preparing for careers in a range of healthcare professions.
The Division of Student Affairs exists to serve the academic enterprise of the University of Virginia. While much of our work is focused on activities outside the classroom, everything we do is in support of the academic mission. The University’s public mission to develop engaged citizen-leaders is the foundation of our work.

Who we are

The Division of Student Affairs consists of approximately 255 employees within five units: the Office of the Vice President and Chief Student Affairs Officer, the Office of the University Dean of Students, Student Health, the University Career Center, and the Office of African-American Affairs.

While many areas of the University engage face-to-face with students, such interactions characterize the work of nearly all the professionals within Student Affairs. We are a people-intensive operation, available 24 hours a day, 365 days a year to students and parents.
Patricia M. Lampkin
Vice President and Chief Student Affairs Officer

Patricia M. Lampkin was named Vice President and Chief Student Affairs Officer in 2002. She oversees the following areas that provide support and services to undergraduate students: Office of African-American Affairs; Office of the Dean of Students, including Newcomb Centers and Services, Orientation and New Student Programs, Fraternity and Sorority Life, and Housing & Residence Life; Department of Student Health, which includes Counseling and Psychological Services; and the University Career Center.

Prior to being named vice president, Lampkin served as interim vice president for 15 months, and prior to that, associate vice president for student affairs for six years.

In addition to providing direction for the division and remaining in close communication with University leaders, the Office of the Vice President fosters innovative programs and initiatives. One notable example is the Meriwether Lewis Institute for Citizen Leadership. Launched in 2015 as part of the University’s Cornerstone Plan, the institute provides academic, experiential, and applied learning opportunities for student-fellows beginning in their second year and continuing through their fourth year.

University Dean of Students

Allen W. Groves has served as University Dean of Students since August 2007. He oversees Student Activities; Housing & Residence Life; the University’s three residential colleges (Brown, Hereford and the IRC); Fraternity & Sorority Life; Multicultural Student Services; Orientation & New Student Programs; Newcomb Centers & Services (student union and other students spaces); and Peabody Hall.

All units within the division directly serve students, with the Office of the University Dean of Students, staffed by some-80 professionals, delivering the greatest variety of frontline support. Led by an associate dean, assistant deans rotate in serving as the dean-on-call, responding 24/7 to students’ emergent needs. The office and its immediate staff are located in Peabody Hall, though staff and services are available in many different locations around the Grounds.

Unlike at other institutions, our deans and staff do not serve in conduct or enforcement roles at the University. Aligning with our philosophy of self-governance, students investigate and adjudicate cases of lying, cheating, and stealing, led by the elected student Honor Committee, and they address other disciplinary cases through the Standards of Conduct, led by the elected University Judiciary Committee. Only cases of sexual and gender-based violence are adjudicated outside of student processes, led by the University’s Title IX Office, part of the Office for Equal Opportunity and Civil Rights. Our deans and staff may hold students accountable in these systems by reporting cases. This structure allows staff to engage in open and educational conversations with students, building trusting relationships of care and support, while allowing students to set standards of accountability and hold one another to those standards.
DEAN'S OFFICE SUBUNITS

In addition to on-call staffing, crisis support, and disciplinary matters, the Dean's office provides diverse support and resources for the student experience, including the work of the following subunits:

HOUSING AND RESIDENTIAL LIFE

Housing and Residence Life (HRL), provides a place of welcome for all first-year students who are required to live on Grounds, and a home base of support for all those who choose to remain on the Grounds during their enrollment. HRL staff oversee all residence hall programming and facilities, including three residential colleges. In addition to residential life, HRL staff oversee Orientation and New Student Programs and support for transfer students and student veterans.

Of special note is the fact that Housing and Residence Life currently has a dual reporting relationship. The executive director reports both to the University Dean of Students with regard to staffing and programming, and to the Associate Vice President for Business Operations with regard to financial matters. The resulting bifurcation poses special challenges, with programming priorities often playing a secondary role to financial priorities.

STUDENT ENGAGEMENT

This subunit includes many areas of support and assistance for enriching the student experience. These areas include assistance to student organizations and involvement through student activities staff and collaboration and coordination of student public service participation through partnerships with the Provost’s Office and Madison House.

Further information about the relationship between student organizations and the University, defined by four classifications – Agency, Special Status, Fraternal Organization Agreement, and Contracted-Independent Organization – is included later in this report.

Student Engagement also includes opportunities for student support, connection, and exploration of identity through Multicultural Student Services, including the LGBTQ Resource Center.

FRATERNITY AND SORORITY LIFE

Fraternity and Sorority Life provides services and guidance for the University’s four Greek councils: the Inter-Fraternity Council (32 members), the Inter-Sorority Council (15 members), the Multicultural Greek Council (7 members) and the National Pan-Hellenic Council (7 active members). All four councils are governed by the Fraternal Organization Agreement (FOA), as described later. About 30% of the undergraduate student body belong to a fraternity or sorority.

Student Health

The largest unit in the Division of Student Affairs is Student Health, with a staff of approximately 112.

Counseling And Psychological Services

This subunit handles an area characterized by growth and change in recent years. The increased presentation of mental health issues among students, coupled with an increasing demand for services and the reduced stigma associated with seeking such help, has led to the hiring of additional counseling professionals. This includes professionals experienced in serving certain populations, such as international students, or trained in treating specific issues, such as disordered eating. These changes represent national trends not unique to UVA.

Other sub-units within Student Health include General Medicine; Gynecology; the Student Disability Access Center; Office of Health Promotion; and the Gordie Center for Substance Abuse Prevention, which creates and disseminates evidence-informed and student-tested national campaigns to prevent alcohol abuse and hazing.

The growth of Student Health, along with national movements in the delivery of healthcare and an increased emphasis on wellness and preventative services, has had a major impact on Student Health's ability to operate within its current physical structure, which is located at the corner of Brandon and Jefferson Park avenues. Plans for construction of a new student wellness center is now taking shape as part of the University’s upcoming capital campaign. Such a center will be imperative in delivering world-class health services and preventative care to our students and in ensuring our commitment to one of our core values, safety and wellness.
University Career Center

The University Career Center, physically located in Bryant Hall in Scott Stadium, has undergone a major transformation in the past four years. Students have embraced these changes, seeking out services of the center earlier in their time at the University, attending programs and recruiting events in growing numbers, and frequently dropping into the center’s satellite locations in the 1515 student center on the Corner and in Newcomb Hall. As an overall function, career counseling and programming remain decentralized within the University, a factor that creates challenges for funding and fostering coordinated, centralized services. Strong partnerships and collaboration certainly exist among the center and school-based career offices, but resources remain limited to support liberal arts students, largely those enrolled in the College of Arts & Sciences, in developing career plans.

Office of African-American Affairs

Dr. Maurice Apprey, a professor of psychiatric medicine and the School of Medicine’s former associate dean for diversity, was appointed on July 31, 2006 as interim dean of the Office of African-American Affairs, and then dean in June 2007. Dr. Apprey, who joined the University in 1980 and has been involved in the successful recruitment and retention of minority students in the Medical School, taught both undergraduate and medical students, residents in psychiatry and psychology, and hospital chaplains, among others. He also has published extensively in three interrelated areas: conflict resolution and social change management; modern French and German philosophy; and child, adolescent and adult psychoanalysis.

Located on Dawson’s Row, the Office of African-American Affairs has served as a welcome center, gathering place, and a support for the University’s African-American student population for more than 40 years. Recent priorities have focused on student success, specifically the implementation of programming and support to increase African-American students’ GPAs and to lift those students whose GPAs fall below 2.0. The office’s peer mentoring program, which matches new students with upperclass students, has long been a source of pride, serving as a model for other peer mentoring programs at the University and beyond.

A large percentage of division staff members hold advanced or terminal degrees in student affairs, higher education administration, or in their areas of specialty. Several teach in the School of Medicine or the Curry School of Education. The Executive Director of Student Health is an internationally recognized expert in toxicology and emergency medicine. The University Dean of Students is a sought-after speaker for national and regional conferences. Others in the division hold leadership positions within professional organizations related to their areas of expertise.

Members of the division are known for their longevity of service to the University and to the division. While younger professionals with less than 10 years of work experience fill many assistant dean and program coordinator positions, those in senior managerial or administrative positions often observe service milestones of 20, 25, or more years. Some have remained in Student Affairs for their entire time at the University, while others have moved into leadership positions in other areas of the University.
Students come to UVA from all backgrounds and geographic locations. As already described, we serve all students – nearly 23,000 undergraduates as well as graduate and professional students. While the bulk of our resources are concentrated on undergraduates, we look for opportunities to support graduate students, especially those in the Graduate School of Arts & Sciences. Each of the professional schools has hired Student Affairs professionals to join their staffs, and we coordinate and collaborate with them in a number of ways.

Generally speaking, UVA students are extremely bright, engaged, and proud of where they go to college. A spirit of competitiveness permeates the Grounds, but at the same time, students demonstrate a strong sense of support for one another. They volunteer in large numbers, both locally in the Charlottesville area and beyond, participating in service trips around the country and abroad.

As frequently reported in current literature about recent generations of students, we see some misalignment between intellectual and emotional maturity. Sociologists and psychologists point to parents who are overly protective in shielding their children from harm as well as overly zealous in charting their futures and brokering their success in the college admission process and even later in the employment process. In the past 10 to 15 years, our work has necessarily expanded to include responsiveness to parental inquiries and concerns. As hard as we might try to interact directly with the student, we often find ourselves maneuvering between parent and student. As a result, Orientation programming, targeted communication, and engagement programming all have increased to better serve the parents of our students. Parental influence remains strong, and we see value in channeling that influence to enrich the student experience.

Technology and the advent of social media have had a major impact on students’ lives prior to college and on our work once they enroll. Information and misinformation travel at lightning speeds throughout the student body, often inciting public indignation or protest before we can gather all the facts or determine our own response. Facebook posts, texts, and other forms of social media now figure prominently in student disciplinary hearings. For all the positive aspects of technology, the negative aspects can color and skew students’ emotional development. One assumption among students that we have witnessed and questioned in recent years is the view that “community” is built through technological avenues instead of through face-to-face dialogue and the sometimes more challenging work of human interaction.

Data collection and analysis have become increasingly important in understanding students and their needs so we can appropriately tailor services and programming. The infographic that follows on page 9 offers a prime example of gaining data-informed insight into how our students’ viewpoints and behavior compare with national norms. A long-term initiative of the Higher Education Research Institute at the University of California-Los Angeles, these data come from the annual Cooperative Institutional Research Program (CIRP), which includes administration of a questionnaire to college freshmen across the country at the beginning of each fall semester.

The UVA numbers reflected on the infographic are hardly surprising. Clearly, our students exceed many national norms in areas such as critical thinking and plan to engage in research and science. As previously mentioned, however, from the first year onward they bring mental health concerns with them to the Grounds. Their levels of anxiety, depression, and feelings of being overwhelmed closely match national statistics. As for the likelihood of seeking personal counseling, UVA students indicate a much higher likelihood than their peers throughout the nation.

In recent years, we have found ourselves expending tremendous energy on students at two ends of the same spectrum – those super-achievers who serve as student leaders and form strong partnerships with us, and those whose behavior warrants discipline or remediation. We now have intentionally looked at how we can better serve all those students in the middle, while still focusing on certain populations that may need special attention and help. Falling into this latter category are transfer students, first-generation students, low-income students, and other students who may feel different because of everything from their ethnicity to their sexual orientation.
Members of the 2016 first-year class said they were ready to take on classwork and research, had a lot to say about politics and were eager to engage. But they also said they were looking for support as they began their collegiate life. Below is a snapshot of responses from UVA students, and from their peers nationwide.

With a divisive political climate, freshmen are expressing their views...

**YES MEANS YES**

90% | 87%
---|---
Agree that sexual activity without explicit, affirmative consent is considered sexual assault

80% | 68%
---|---
Believe the federal government should have stricter gun control laws

...And are taking action to promote change.

27% | 22%
---|---
Demonstrated for a cause

56% | 51%
---|---
Spoke up publicly about a cause

63% | 55%
---|---
Helped raise money for a cause or campaign

Incoming students believe in the importance of community involvement and civic values.

45% | 36%
---|---
Feel it’s important to participate in a community action program

53% | 43%
---|---
Feel it’s important to become a community leader

Students seem eager and ready to engage with research and science...

71% | 53%
---|---
Are confident in their ability to understand scientific concepts

85% | 65%
---|---
Anticipate working on a professor’s research project

64% | 50%
---|---
Derive satisfaction from working on a team that is doing important research

47% | 35%
---|---
Feel like they belong in the field of science

...And are applying complex thinking strategies.

54% | 47%
---|---
Feel it’s important to promote racial understanding

53% | 49%
---|---
Feel it’s important to influence social values

67% | 49%
---|---
Frequently evaluated the quality or reliability of information

63% | 46%
---|---
Frequently analyzed information from multiple sources before drawing a conclusion

And colleges need to be prepared to support students’ mental health concerns as they arrive on campus.

85% | 84%
---|---
Felt anxious

50% | 51%
---|---
Felt depressed

41% | 41%
---|---
Were frequently overwhelmed by all they had to do

55% | 47%
---|---
Anticipate seeking personal counseling
CORE VALUES AND PHILOSOPHY

Nearly 20 years ago, the division identified and adopted a set of core values as central to the student experience and to our work. The values continue to stand the test of time. Broadly defined, they are:

**Honor** Promoting ethical conduct and decision-making, which encourage integrity and civility.

**Academic Rigor** Teaching critical thinking skills and providing opportunities to apply them inside and outside the classroom.

**Self-governance** Collaborating with students and vesting them with ownership in the creation, implementation, and revision of policies and practices that regulate the community in which they live, while ensuring that basic institutional responsibilities of safety, legality, and fiscal soundness are not compromised. Upholding elements of personal responsibility, including health and wellness, safety, and personal conduct.

**Public service** Investing time and effort in activities that are essential to participatory citizenship and that enrich the intellectual and social understanding of students who are engaged in service while also benefiting those who receive the service.

**Diversity and inclusion** Ensuring that students are purposefully immersed in experiences that expose them to different perspectives and provide them with an opportunity to learn. This exposure is premised on the concept of respecting and celebrating individual differences, pertaining, for example, to a person’s race, ethnicity, sexual orientation, disabilities, economic background, political views, or religious beliefs.

**Health and Wellness** Promoting students’ physical, mental, and emotional well-being.

The division places a high priority on providing opportunities that build upon these core values. At the same time, we remain committed to meeting specific responsibilities and institutional obligations with which we are vested, and to using available resources as effectively and efficiently as possible.
STUDENT AFFAIRS
OF THE STUDENTS, BY THE STUDENTS

STUDENT SELF-GOVERNANCE

A central assumption guiding our work is the belief that students are trustworthy partners and will meet high expectations. Student self-governance serves as both a legal and philosophical framework for how we work with students. The legal origin of this approach is the delegation of authority from the Board of Visitors to students for disciplinary proceedings overseen by the Honor Committee and University Judiciary Committee (UJC). Only three bodies can expel a student for behavior: Honor, UJC, and the Title IX Office. Students are the only decision-makers in the first two bodies.

More broadly, for all students, self-governance means a direct relationship between responsibility and autonomy. Students make decisions, take responsibility, and speak for their communities in ways that professionals typically do at other institutions of higher education. The final decision in an Honor case, for example, rests with the Honor Committee. No one else in the University reviews or confirms those decisions. Likewise, the President of Student Council and the Student Member of the Board of Visitors speak for the student body, not the Vice President or Dean of Students.

Responsibility for choices, actions, and decisions extends throughout student life. In order to foster their learning and development as citizen-leaders, students must be granted latitude to test their own ideas and be accountable for the consequences. As a result, adhering to a philosophy of self-governance requires a delicate balance among all members of the University community. Student self-governance requires that faculty and staff act as mentors for students, equipping them with the tools and knowledge to take responsibility for their success or failure – in the classroom, in resolving an issue with a roommate, in seeking financial aid, and in any number of other possible scenarios.

Student self-governance creates an environment in which virtually every interaction is rooted in the educational process. As students go about their daily lives, faculty, staff, and administrators may offer guidance and expertise, but students must ultimately be responsible for their choices, actions, and decisions. We recognize they will sometimes make mistakes, yet student self-governance allows mistakes as part of the development process. Some students have described it as “autonomy with a safety net.”

Student self-governance often creates tension and discomfort. No set formula can guide every interaction with students. The tension of allowing a student to attempt and err, of deciding when to step in and when to step back, of giving a platform to dissenting and discordant student voices – all are normal push-and-pull responses to embracing student self-governance as an organic process, rather than a prescribed one.
Our approach within Student Affairs has been characterized as creating “structured spontaneity,” a concept of intensive interaction that welcomes students into the University community and helps them become active members.

In an environment characterized by structured spontaneity, students experience an abundance of interactive opportunities, such as student workshops, academic programs, research opportunities, organizational activities, and group membership, which lead to related discussion and deliberation around the University’s core values. These interactions are purposeful, though often informal and unpredictable.

The division engages all members of the University in creating opportunities for students to participate in academic discoveries, challenging discussions, and fulfilling social interactions. In that way, the division serves as the “glue” of the student experience, helping students blend the academic, the co-curricular, the social, and their professional aspirations into a cohesive student experience.

Legal and structural elements

The practice of student self-governance flows from the power delegated by the Board of Visitors. Students’ sense of ownership and authority, embedded in the UVA culture, flows from this single source. Student Affairs staff, policies, and procedures provide the scaffolding required to support student self-governance.

In the fall of 2017, more than 600 student organizations were registered with the Student Activities office. All these groups are defined by their relationship to the University, falling along a spectrum that ranges from “legally part of the University” to “legally independent from the University.” Illustration 2 (below) summarizes the four classifications of student organizations, their level of support, and degree of autonomy. The four classifications include Agency, Special Status, Fraternal Organizations Agreement (FOA), and Contracted Independent Organizations (CIO).

Student self-governance also is reflected in low ratios for our peer advisors and staff, such as the 1:24 Resident Advisor-to-resident ratio in the residence halls, and the 1:5 Peer Advisor-to-new African-American student ratio.

We have learned that when launching new initiatives, student input is a requisite for success. When students become involved and co-create something, they help ensure its success. The Green Dot bystander intervention program and the Social Entrepreneurship minor in the McIntire School of Commerce are good examples.
## Legal framework for student organizations

**Agency** (5)
- Organizations doing the work of the University, for which we would hire staff if not for students’ service.
- University-sponsored and supported. Full liability coverage. Staff Support.
- Includes: Honor, University Judiciary Committee, Resident Staff, UPC, Student Council (SAF)

**Special Status** (22)
- Organizations that perform designated functions for the University, for which we may hire if not for students’ service.
- Covered by designated functions only. Have formal advisor.
- Examples: Class and School councils, peer education groups, University Guide Service

**FOA (61)**
- Greek-letter organizations governed by Inter-Fraternity Council, Inter-Sorority Council, Multicultural Greek Council National Pan-Hellenic Council.
- Independent, but University recognition typically required by nationals. Staff support available.
- Examples: Alpha Kappa Alpha, Pi Beta Phi, Beta Theta Pi, Lambda Phi Epsilon

**CIO (600+)**
- All other student organizations. Includes club sports, interest, affinity, academic, and other organizations.
- Independent. No formal advisors (although some faculty/staff fill roles informally).
- Examples: Black Student Alliance, Club Volleyball, Harry Potter Club

## STUDENT AFFAIRS | STUDENT SELF-GOVERNANCE

### Challenges

While we are clearly committed to student self-governance, there are challenges to this approach. We must balance the need for efficiency with the often circuitous process of allowing students to learn and shape their experiences. Allowing them to make mistakes means we see reinvention of the wheel over and over.

Twenty-three thousand undergraduate and graduate students never speak with one voice, nor are they completely on the same page with us as faculty and staff. Making space for the discordant notes and tension that come from this diversity is part of our obligation; it ultimately produces better citizens and a more equitable and responsive University community.

Student self-governance also requires adaptable and creative professionals who can shift their approach as the nature or profile of students changes. In recent years, for example, our professionals have recognized that the current generation of students is less comfortable with risk and possible failure. This heightened fear does not dovetail neatly with a philosophy in which the most teachable moments originate in failure. As a result of this new challenge, we have shifted our approach and addressed the need to provide staff members with more training in mentoring and coaching. Understanding the inherent value in failure and being able to coach students when they fail are new skills needed to maintain a commitment to student self-governance while at the same time providing students with the safety net they still want.

Similar to other highly selective institutions, a sense of competition characterizes student life at UVA. This factor produces both benefits and drawbacks for our students and self-governance. Many student organizations, especially those seen as more "prestigious," have selection processes that ultimately exclude large numbers of interested students. At the same time, peer support and encouragement are unusually high here; students value and perpetuate this camaraderie as a means of navigating the University environment. Those without access to supportive networks, however, can be disadvantaged as they work to navigate entry into programs and services. This dynamic challenges our professionals to ensure equitable access to opportunities, regardless of a student’s contacts or social capital.

### Source
Source: UVA Office of the Vice President and Chief Student Affairs Officer
ATHLETICS

The Department of Athletics is an integral part of the University of Virginia's commitment to educational excellence. Its mission is to enhance and support the intellectual purpose of the University and its exemplary academic standards and traditions.”

– Excerpt from the Department of Athletics mission statement

Athletics at UVA

Six-hundred and thirty-two University of Virginia students compete in 27 varsity sports: 13 men's sports and 14 women's sports. Major funding sources are ticket sales, student fees, corporate sponsors and concessions, grant-in-aid revenue, suite licenses, donations, and endowment income.

Men's varsity sports include baseball, basketball, cross country, football, golf, lacrosse, soccer, squash, swimming, tennis, track, indoor track and wrestling. Women's varsity sports include basketball, cross country, rowing, field hockey, golf, lacrosse, softball, soccer, squash, swimming, tennis, track, indoor track, and volleyball.

Read more about UVA athletics online at virginiasports.com/
Financial projections

PROJECTED EXPENSES FY2018

- Transfers to Renewal & Replacement: 2%
- Long Term Debt Service: 7%
- Additional Transfers: 6%
- Administrative & Support Expenses: 10%
- GIA Expenses: 17%
- Total Salaries & Benefits: 37%
- Facilities Expenses: 7%
- G&A Charges: 3%
- Team Expenses (Includes Guarantees): 10%

PROJECTED REVENUE FY2018

- ACC Distribution: 26%
- Total Ticket Sales: 13%
- Student Fees: 13%
- GIA Revenue: 18%
- Total Corporate Sponsors & Concessions: 10%
- Smith Center Suites: 2%
- JPI Arena Revenue: 2%
- Gifts from VAF: 4%
- Other Revenue: 9%
- Endowment Income: 3%

LEADERSHIP

Carla Williams, director of athletics since October, 2017

Carla Williams is the first female African-American athletic director at a Power Five conference level and the fifth active female athletics director at that level.

Previously, Williams served as an athletics administrator at the University of Georgia for 13 years and was named deputy director of athletics there in 2015. During Williams’ tenure as an administrator at Georgia, its athletics teams won 16 NCAA team championships and 37 Southeastern Conference titles. Williams has competed, coached and administered at the highest levels of intercollegiate athletics. She was an All-SEC guard on the basketball court for the Bulldogs.

NCAA and national organization committee memberships are a big part of Williams’ resume. She served on the executive committee (2010-2014) for the National Association of Collegiate Directors of Athletics. She was a member of the Southeastern Conference’s executive committee (2009-2011), participated on the NCAA women’s basketball issues committee (2010-2014) and was an executive board member of the National Association of Collegiate Women Athletic Administrators (2007-2009).
**2017-18 highlights**

**UVA won** ACC team titles in women’s swimming and rowing, and men’s basketball.

**20 UVA teams** – or programs with individuals representing their teams – appeared in NCAA postseason competition.

**Rowing won** its ninth consecutive ACC title and finished fifth at the NCAA Championships.

**Men’s basketball** won the regular-season and ACC tourney titles while posting a school-best 31-3 record. The team collected its first No. 1 ranking since 1982. Head coach Tony Bennett earned consensus NCAA Division I Coach of the Year honors.

**Thomas Walsh** won the ACC Men’s Golf Individual Championship. He shot the lowest score in the 65-year history of the tournament.

**The Virginia football** program played in the Military Bowl, its first postseason appearance since 2011.

**Field hockey senior** Tara Vittese was named the National Field Hockey Coaches Association (NFHCA) Division I National Player of the Year, becoming the association’s first three-time National Player of the Year.

**Men’s soccer** participated in the NCAA tournament for the 37th consecutive season, the longest current streak in NCAA history. Women’s soccer advanced to the postseason for the 20th straight season, the third-longest active streak in the NCAA.

**Carrie Heilman** was named UVA’s new Faculty Athletics Representative.

**Davenport Field** underwent an $18 million renovation and reopened as Davenport Field at Disharoon Park.

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**ATHLETICS AND ACADEMIC PERFORMANCE**

<table>
<thead>
<tr>
<th>MEN</th>
<th>Number of student athletes *</th>
<th>Team GPA 2016-2017</th>
<th>Graduation Success Rate 2016-17 **</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASEBALL</td>
<td>34</td>
<td>2.743</td>
<td>78</td>
</tr>
<tr>
<td>BASKETBALL ***</td>
<td>12</td>
<td>2.822</td>
<td>92</td>
</tr>
<tr>
<td>CROSS COUNTRY</td>
<td>17</td>
<td>3.059</td>
<td>78</td>
</tr>
<tr>
<td>FOOTBALL</td>
<td>93</td>
<td>2.814</td>
<td>82</td>
</tr>
<tr>
<td>GOLF</td>
<td>10</td>
<td>3.113</td>
<td>100</td>
</tr>
<tr>
<td>LACROSSE</td>
<td>42</td>
<td>3.047</td>
<td>90</td>
</tr>
<tr>
<td>SOCCER</td>
<td>32</td>
<td>2.895</td>
<td>60</td>
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<tr>
<td>SQUASH</td>
<td>12</td>
<td>3.439</td>
<td>N/A</td>
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<tr>
<td>SWIMMING</td>
<td>24</td>
<td>3.160</td>
<td>97</td>
</tr>
<tr>
<td>TENNIS</td>
<td>11</td>
<td>3.126</td>
<td>100</td>
</tr>
<tr>
<td>TRACK</td>
<td>22</td>
<td>3.073</td>
<td>92</td>
</tr>
<tr>
<td>WRESTLING</td>
<td>27</td>
<td>3.012</td>
<td>83</td>
</tr>
</tbody>
</table>

* Based on each team’s roster on the last day of scheduled classes, May 1, 2018.

** 2016-2017 GSR measures the 07-10 cohorts. The maximum GSR is 100. During the 2013-14 through 2016-17 seasons, the department’s overall GSR measured 88, 86, 87 and 90.

*** Program won an ACC championship in 2017-18.
The UVA men’s lacrosse team returned to NCAA tournament play for the first time since 2015. It was the program’s 38th postseason appearance.

Women’s lacrosse earned its 23rd consecutive NCAA Championship bid.

Men’s and women’s squash teams take the field for the first time. The men finished sixth at the Collegiate Squash Association national championships in the B-Division, while the women were fifth in the B-Division.

Football linebacker Micah Kiser won the National Football Foundation’s 2017 William V. Campbell Trophy, presented to the nation’s best football scholar-athlete, from a nationwide pool that included all NCAA divisions and the NAIA. He is the second UVA football player to win the award.

Tina Thompson was named women’s basketball coach. A 2018 inductee into the Naismith Memorial Basketball Hall of Fame, she retired from the WNBA as the league’s all-time leading scorer. She is a two-time Olympic gold medalist, a four-time WNBA champion and was the first player drafted in the history of the WNBA.

Seven UVA sports programs were recognized by the NCAA with Public Recognition for academic excellence after scoring in the top 10 percent of their sport’s Academic Progress Rates. Men’s cross country, men’s track and field and the men’s golf team, along with the women’s basketball, women’s golf, women’s track and field, and volleyball teams earned the recognition based on their most recent multi-year APRs, which include the 2013-17 academic years. That total was the second most by UVA since the program’s inception in 2004-05.

### ATHLETICS AND ACADEMIC PERFORMANCE

<table>
<thead>
<tr>
<th>WOMEN</th>
<th>Number of student athletes</th>
<th>Team GPA 2016-2017</th>
<th>Graduation Success Rate 2016-17**</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASKETBALL</td>
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<tr>
<td>CROSS COUNTRY</td>
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<td>3.371</td>
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<tr>
<td>ROWING ***</td>
<td>67</td>
<td>3.299</td>
<td>93</td>
</tr>
<tr>
<td>FIELD HOCKEY</td>
<td>20</td>
<td>3.231</td>
<td>81</td>
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<tr>
<td>GOLF</td>
<td>13</td>
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<td>LACROSSE</td>
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<td>3.108</td>
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<td>SOFTBALL</td>
<td>16</td>
<td>3.251</td>
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<tr>
<td>SOCCER</td>
<td>26</td>
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<td>SWIMMING ***</td>
<td>29</td>
<td>3.317</td>
<td>100</td>
</tr>
<tr>
<td>TENNIS</td>
<td>10</td>
<td>3.184</td>
<td>88</td>
</tr>
<tr>
<td>TRACK</td>
<td>33</td>
<td>3.239</td>
<td>100</td>
</tr>
<tr>
<td>VOLLEYBALL</td>
<td>13</td>
<td>3.173</td>
<td>100</td>
</tr>
</tbody>
</table>

In the department’s count of 27 sports, indoor track is counted separately from outdoor track for men and women.
RESEARCH

The Office of the Vice President for Research (VPR) is responsible for the integration and enhancement of research activities across the university and serves as the chief institutional research officer. Additionally, VPR oversees the University’s pan-University institutes and select research infrastructure units, including Environmental Health & Safety, Office of Sponsored Programs, Center for Comparative Medicine, Licensing and Ventures Group, and academic research compliance.

LEADERSHIP

Melur (Ram) Ramasubramanian joined UVA as the Vice President for Research on August 1, 2017. He most recently held positions as program director for the Engineering Research Centers program at the National Science Foundation and D.W. Reynolds Distinguished Professor and department chair of Mechanical Engineering at Clemson University, with a joint faculty appointment as professor of bioengineering.
The University received $353 million in sponsored research awards for FY16-17 and has a goal, over a seven-year period, of increasing the research volume to $500 million with accompanying scholarship by 2022. The majority of sponsored research (roughly 95%) is awarded to four schools: the School of Medicine, the School of Engineering & Applied Science, the College of Arts & Sciences, and the Curry School of Education and Human Development.

The overall immediate future for sponsored research at UVA will largely depend on the ongoing federal agency R&D budgets. UVA receives the majority (nearly two-thirds) of its sponsored research awards from federal sponsors (mainly NIH and NSF). Moving forward, the University plans to spur research growth through a multifaceted strategic approach focusing on pan-University institutes, select faculty recruitment and retention (including cluster and TOPs hires), research infrastructure investments, new/renovated space, and diversifying funding sources including corporate, foundations and private industry. The SIF program has been instrumental in supporting several of these key research-related strategies.

The University also aims to significantly raise the level of scholarship in disciplines for which funding is not a metric. For many of these fields, the Faculty Scholarly Productivity Index is a relevant metric that takes into account books, articles, citations and national awards.
RESEARCH PROGRAMS

Pan-University Institutes As part of the University’s strategic planning effort, VPR partners with the Provost’s Office on the development and review of pan-University institutes. We seek proposals that take cross-disciplinary, innovative, and comprehensive approaches to major global challenges; that build on the strengths of our current faculty and resources, yet will attract new faculty and additional resources; and that have the potential for significant impact and leadership for UVA. Once created, these institutes report to the VPR.

Three Cavaliers (3C) Seed Investment Program The 3C program provides seed funding for groups of three collaborative faculty members from at least two disparate disciplines, located in different units or schools, to self-assemble, formulate and explore creative, consequential interdisciplinary research ideas that might not be ready for more traditional funding.

Research Development ResearchNet is a cross-Grounds initiative that assists faculty in finding both external support opportunities and potential collaborations across Grounds, and helps prepare large, multidisciplinary proposals. Additionally, ResearchNet partners with the Health Sciences Library and University Library to host a series of workshops for faculty and students on licensed online tools for discovery of research opportunities.

Technology Commercialization and Innovation (Licensing & Ventures Group) UVA’s Licensing & Ventures Group (LVG) is responsible for the commercialization of University research discoveries. LVG broadens the impact of research discoveries made by UVA faculty, staff and students by encouraging licensing and deployment with existing businesses and UVA startups. LVG recently added two new multi-million dollar innovation and venture funds to invest in entities focused on commercializing University intellectual property.

Research by school 2010-2017

[Graph showing research funding by school from FY 2010 to FY 2017]
**Research Compliance**  Research Compliance manages and staffs the human research Institutional Review Boards and various safety committees; develops and negotiates human and animal welfare assurance documents with federal agencies; develops policies on conflict of interest; and investigates issues of research integrity.

**Environmental Health and Safety (EHS)**  EHS supports the research, education and patient care activities of the University by promoting a safe and healthy environment. EHS provides and monitors high-quality programs, training, evaluation and consultation designed to minimize safety, health, environmental and regulatory risks to the University community. Key areas of oversight include: lab inspections; lab moves and relocations; chemical waste and storage; fire safety and prevention; OSHA requirements and implementations; radiation safety; and biosafety.

**Office of Sponsored Programs (OSP)**  OSP facilitates research and research administration at UVA. Newly reporting to the Vice President for Research, OSP signs-off on grant applications and negotiates contracts and grants with a wide variety of sponsors. Once an award is made, OSP provides comprehensive services, including award administration and regulatory compliance, throughout the life of the grant or contract.

**Center for Comparative Medicine (CCM)**  The Center for Comparative Medicine supports biomedical research and teaching using laboratory animals. The Center adheres to federal regulations and guidelines that promote the humane care and use of laboratory animals in research and teaching, and enforces the policies set by the Institutional Animal Care and Use Committee (IACUC), charged with overseeing compliance by personnel at UVA. UVA is accredited by the Association for the Assessment and Accreditation of Laboratory Animal Care, International (AAALAC).
The University recognizes that the safety of students, faculty, staff, patients, and visitors is essential to student learning and to a productive workplace for faculty and staff as well as to the delivery of excellent patient care. In recent years, UVA has made significant investments in safety infrastructure, expanding personnel, enhancing both physical and cyber safety and security, and revising policies and procedures.

Programs and prevention

The University offers a variety of in-person and online programs to educate members of the UVA community about safety and crime prevention through collaboration and partnerships across the Grounds including the University Police Department, the Office of Safety and Emergency Preparedness, Student Affairs personnel, the Women’s Center, the Office for Equal Opportunity and Civil Rights, and staff within the University’s schools.

Resources also are made available to the University community through websites, mass communications, and printed materials. Examples can be seen online at the University Police Department uvapolice.virginia.edu/ and Office of Safety and Emergency Preparedness uvaemergency.virginia.edu/
LEADERSHIP

Gloria S. Graham
Associate Vice President for Safety and Security

In Spring 2018, the University’s public safety functions were brought together into a single division overseen by Associate Vice President for Safety and Security Gloria S. Graham. She is a veteran law enforcement official with more than 22 years of service at higher education institutions across the nation. She is responsible for planning, directing, and managing the comprehensive law enforcement, general security, workforce safety, and emergency preparedness services for all components of the University.

Graham has operational oversight of the University Police Department (UPD), the Security Systems and Services Unit, the Office of Safety and Emergency Preparedness and the public safety-related aspects of the Office of Environmental Health & Safety. Staff throughout the University’s safety division work with partners across the Grounds to prevent crime and safety hazards, to educate the UVA community about prevention and preparedness, to provide means for reporting crimes and incidents, and to manage the University’s response when incidents occur.

The University Police Department (UPD) is internationally-accredited and provides the same types of services as a municipal police department, as well as other services unique to an academic institution such as self-defense classes and other programs for student groups. The department works closely with administrators, students, faculty, and staff to create and maintain a secure atmosphere. Its statutory arrest jurisdiction includes the University’s Grounds and adjacent streets and sidewalks. In addition, UPD participates in a mutual aid agreement with the City of Charlottesville, giving University officers concurrent jurisdiction in areas of the city that surround the University. Police officers patrol the Grounds on foot, in cars, and on bicycles, motor scooters, and motorcycles.

UVA Ambassadors, who work under the direction of UPD, are a friendly security presence patrolling on foot, on bikes, and in vehicles in neighborhoods that are frequented by students. The University implemented the Ambassador Program in February 2015 to enhance safety through high visibility and engagement between Ambassadors and the public. Ambassadors’ headquarters are at the Public Safety Substation located on University Avenue (on the Corner).

The University also has a network of more than 475 emergency phones placed strategically throughout Grounds and the surrounding areas of Charlottesville. These phones connect users directly to the UVA Police Department or a 911 dispatcher as soon as the receiver is picked up or the emergency button is pushed. The University’s Security and Services Unit manages access to buildings and a coordinated network of security cameras on the University’s Grounds.
**After-hours transportation**

After-hours transportation is an important service that the University provides to its students, faculty and staff through the Department of Parking and Transportation. University Transit Service buses normally operate until 12:30 a.m., and when school is in session they operate until 2:30 a.m. on Thursday, Friday and Saturday nights. Students can download a bus tracking app, Transloc, for arrival estimates near them. The University-operated Safe Ride program offers students on-demand van shuttle service as an alternative to walking alone when buses are not in service. To request Safe Ride pickup, students may call or send requests through their Transloc OnDemand app. Students who find themselves in precarious situations without a reliable or safe means of local transportation may also take advantage of UVA's Charge-a-Ride program with Yellow Cab. Using a valid UVA ID card, students can call Yellow Cab Charge-a-Ride and charge their ride to UVA. The fare is then charged to the student via the school's Student Information System account – no questions asked.

**Emergency preparedness**

The Office of Safety and Emergency Preparedness (OSEP) develops the University's key emergency policies, strategies, plans, and procedures and communicates about them across the Grounds. The OSEP staff helps the University mitigate, plan, respond, and recover from small and large emergencies. They work closely with students and manage the Security and General Safety Committee, which reviews all matters concerning the safety and security of the University except those within the purview of the Standing Committee on Radiation Safety. The Security and General Safety Committee makes recommendations to the Executive Vice President and Chief Operating Officer about safety improvements. OSEP staff manages the Critical Incident Management Plan and convenes the Critical Incident Management Team to respond to incidents when necessary, as well as for exercises throughout the year. They provide information to help students, faculty, and staff take measures to protect their own safety, and, in partnership with UPD, they issue alerts through multiple channels including email, text messages, sirens, LED screens, and desktop computer notifications to the University community when there is an emergency.

**Threat assessment**

The Threat Assessment Team also falls under the purview of the Associate Vice President for Safety and Security and includes representatives from Student Affairs, UVA HR, University Counsel’s office, UPD, Student Health, and the Medical Center. This pan-University team provides consultation to the University in any circumstance in which there is concern that someone poses a danger to harm others. They identify concerns in their early stages and work constructively and collaboratively with all parties to prevent problems from escalating to violence.

**Fire safety**

The Fire Safety team in Environmental Health and Safety provides online and in-person training to students, faculty, and staff in fire prevention, safety and crowd management. The team handles requests and approvals for open burn/open flames and tent permits. They provide expertise on the use and storage of hazardous materials. In addition, they partner with local officials to share safety information in off-Grounds areas with high concentrations of student residents through the “Stop and Knock” program.

**Reporting Incidents**

In addition to receiving reports via 911 or reporting incidents to any faculty or staff member who is designated as a Campus Security Authority (CSA), the University maintains an online reporting tool – justreportit.virginia.edu – where students, faculty or staff can report sexual or gender-based harassment, violence, bias, discrimination or hazing.

**Notification | Clery Act**

The University publishes an Annual Fire Safety and Security Report each fall, as required by federal law. The report is available online at cleryact.virginia.edu. The Clery Act also requires the University to issue timely warning notifications about Clery Act crimes that may pose a serious or ongoing threat to students and employees. These notifications are issued to current students and employees via email.
Not on Our Grounds

Not on Our Grounds is a UVA initiative dedicated to ending power-based personal violence through a series of strategic prevention efforts focused on sexual violence and hazing. This initiative is a collaboration between University students, faculty, and staff from various departments and organizations on Grounds, including the Office of the Dean of Students, the Office of Health Promotion, the University Police Department, the Office for Equal Opportunity and Civil Rights, the Women’s Center, and the Office of Safety and Emergency Preparedness. Information is available online at notonourgrounds.virginia.edu.

The Not on Our Grounds sexual violence education online modules are required of all incoming students, including first-year students, transfer students, and graduate and professional students. The module is designed to educate students on conduct prohibited by the University’s Policy on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence and inform students of ways in which we all can serve as active bystanders and community leaders in preventing harassment and violence in our community. The module provides a baseline level of information and community expectations that are expanded upon when students arrive on Grounds.

A central component of the Not on Our Grounds initiative is the topic of bystander intervention. Bystanders are individuals who witness emergencies, criminal activities, or other potentially unsafe situations. At UVA, we train students to be active bystanders when they witness a situation that may lead to power-based personal violence, including sexual assault, dating violence, and stalking. All first-year students participate in a fall orientation program that introduces the UVA Green Dot bystander intervention program. From there, students continue to engage with the program by participating in in-depth Green Dot bystander training or by participating in a shorter Green Dot overview talk with their residence hall, student organization, team, or other groups. In addition to the Green Dot program, the #HOOSGotYourBack bystander intervention awareness campaign serves as a reminder to the broader UVA community that violence is not tolerated on Grounds and that everyone has a responsibility to maintain a safe community.

Office for Equal Opportunity and Civil Rights & Title IX

Consistent with its Title IX obligation, the University prohibits discrimination, including sexual and gender-based harassment and violence, on the basis of sex and gender in all of its programs and activities, including academics, employment, athletics, and other extracurricular activities. Staff in the Office for Equal Opportunity and Civil Rights (EOCR) are responsible for implementation of the University’s Policy on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence and provide training, education, and prevention programs. More information and resources are available on the EOCR website eocr.virginia.edu/title-ix.
Operating budget approved for 2018-19

$3.6 billion

Academic Division, $1.8 billion
Medical Center, $1.7 billion
UVA-Wise, $43.8 million

INCREASES FROM THE 2017-18 FORECAST:
5.1% for Academic Division; 6.0% for Medical Center, and 2.1% for UVA-Wise, from 2017-18 forecast.

ORGANIZATIONAL EXCELLENCE SAVINGS:
Targeted at $23.3 million for FY 2018-19.

UVA'S NET POSITION AND TOTAL ASSETS:
As of March 31, (unaudited), UVA’s net position was $8.6 billion. Total assets were $12 billion.

BOND RATING
The University’s AAA bond rating, which it has held since 2003, was most recently reaffirmed by all three rating agencies (Moody’s Investor Services, Standard & Poor’s, and Fitch Investor Services) in March. UVA’s endowment ranks among the top five largest for public institutions of higher education and is among the top 20 of all U.S. colleges and universities.
$3.6B UVA Operating Budget Approved for 2018-19

- Academic Division $1.8 Billion
- Medical Center $1.7 Billion
- UVA-Wise $43.8 Million

- Increase of 5.1% for Academic Division, 6.0% for Medical Center, and increase of 2.1% for UVA-Wise from 2017-18 forecast.

- Organizational Excellence savings are targeted at $23.3 million for FY 2018-19.

**Operating Sources - Academic Division Budget 2018-19**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>33%</td>
<td>$597.2 million</td>
</tr>
<tr>
<td>Externally sponsored research</td>
<td>21%</td>
<td>$380.3 million</td>
</tr>
<tr>
<td>Sales, services &amp; other</td>
<td>18%</td>
<td>$323.7 million</td>
</tr>
<tr>
<td>Endowment distribution</td>
<td>12%</td>
<td>$214.0 million</td>
</tr>
<tr>
<td>State appropriations</td>
<td>8%</td>
<td>$149.5 million</td>
</tr>
<tr>
<td>Expendable gifts</td>
<td>8%</td>
<td>$143.8 million</td>
</tr>
</tbody>
</table>

**Operating Uses - Academic Division Budget 2018-19**

<table>
<thead>
<tr>
<th>Use</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>28%</td>
<td>$497.5 million</td>
</tr>
<tr>
<td>Research and public service</td>
<td>24%</td>
<td>$441.2 million</td>
</tr>
<tr>
<td>Academic support</td>
<td>14%</td>
<td>$247.2 million</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>10%</td>
<td>$187.6 million</td>
</tr>
<tr>
<td>Financial aid</td>
<td>8%</td>
<td>$142.9 million</td>
</tr>
<tr>
<td>Operations and maintenance</td>
<td>6%</td>
<td>$114.5 million</td>
</tr>
<tr>
<td>physical plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal debt service</td>
<td>4%</td>
<td>$63.4 million</td>
</tr>
<tr>
<td>General administration</td>
<td>3%</td>
<td>$60.2 million</td>
</tr>
<tr>
<td>Student services</td>
<td>3%</td>
<td>$50.4 million</td>
</tr>
</tbody>
</table>
The state appropriation decreased from 22.6% of the Academic Division operating budget in FY1998-99 to 8.3% in FY2018-19. During the same period, tuition & fees increased from 23.4% to 33% and private support (expendable gifts & endowment distribution) increased from 15% to 19.8% of the operating budget, demonstrating the University's ability to generate sustained and significant resources in light of declining support from the Commonwealth. The state's commitment has declined on a per student basis and as a proportion of our operating budget, but it remains an important source of support.

Over the past 20 years, the Academic Division has consistently allocated roughly 2/3 of its operating budget to its core mission related activities of education, research and public service. The share of the operating budget allocated to research has ebbed and flowed with the availability of federal funding and the University's success in recruiting and retaining research faculty. Current investments in faculty hiring through the Strategic Investment Fund, as well as cluster and Target of Opportunity (TOPs) hires, will be realized in future operating budgets. In recent years, the University has made targeted increases in annual spending on facilities to address critical deferred maintenance associated with a historic campus, changing infrastructure needs for instruction and research, and enrollment growth.
In February 2016, the University’s Board of Visitors authorized the creation of a Strategic Investment Fund (SIF) to provide transformational investments in the quality of a UVA education, of its research and its health care services, without relying on tuition or tax dollars. The fund is comprised of many sources and was accumulated over a long period of time. It has been included on the University’s balance sheet and audited annually by the State Auditor. The principal is protected as reserve funds, supporting the University’s AAA bond rating. The funds are managed in a manner consistent with the Board’s policy regarding the University endowment and earnings are distributed in accordance with the annual spending distribution for the endowment. A faculty committee evaluates proposals and makes recommendations to an administrative committee of University and Board leaders. The Board must approve all awards, and no funds from the SIF may be spent without their approval.

Since approving the first awards from the Strategic Investment Fund in September 2016, the Board has committed a total of $350.6 million toward 37 different projects. Several of these awards, including the Bicentennial Scholars Fund and the Bicentennial Professors Fund, were structured to enable the University to attract philanthropic support by offering matching funds. These projects help provide research, infrastructure, personnel, technology and other resources needed to meet the goal of supporting the most transformative projects of the University’s third century.

<table>
<thead>
<tr>
<th>Projects</th>
<th>Listed by Board of Visitors’ approval date, with total funding committed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SEPTEMBER 2016</strong></td>
<td><strong>UVA-Wise Innovation Ecosystem:</strong> $3,485,460</td>
</tr>
<tr>
<td>School of Engineering and Applied Science LinkLab for Cyber Physical Systems: $4,810,000</td>
<td>School of Nursing Transforming Clinical Scholarship: $2,244,546</td>
</tr>
<tr>
<td>College and Graduate School of Arts &amp; Sciences Doctoral Student Support: $4,800,000</td>
<td><strong>DECEMBER 2017</strong></td>
</tr>
<tr>
<td>ResearchNET Research Development: $4,461,000</td>
<td>Bicentennial Professors Fund: $75,000,000</td>
</tr>
<tr>
<td>ResearchUVA Next Generation Technology: $2,952,724</td>
<td>Supporting Transformational Autism Research: $6,212,950</td>
</tr>
<tr>
<td>Curry School of Education Research Faculty: $2,406,400</td>
<td>Reducing the Burden of Addictions in Virginia: $3,586,726</td>
</tr>
<tr>
<td>Darden School Merit-Based Scholarships: $1,000,000</td>
<td><strong>MARCH 2018</strong></td>
</tr>
<tr>
<td>Law School Public Service Program: $1,000,000</td>
<td>Virginia Initiative on Cosmic Origins: $1,000,000</td>
</tr>
<tr>
<td>Research Cluster Computing Support: $750,000</td>
<td><strong>JUNE 2017</strong></td>
</tr>
<tr>
<td>School of Continuing and Professional Studies Public Safety Program: $600,000</td>
<td><strong>MARCH 2017</strong></td>
</tr>
<tr>
<td>Undergraduate Student Opportunities in Academic Research (USOAR) Federal Work Study Research Program: $559,500</td>
<td>Bicentennial Professors Fund (expansion): $20,000,000</td>
</tr>
<tr>
<td>McIntire School of Commerce Global Commerce Program: $500,000</td>
<td>Expansion of University Achievement Awards and Blue Ridge Scholars Programs: $3,000,000</td>
</tr>
<tr>
<td>Reimagining Librarianship Strategic Plan: $250,000</td>
<td><strong>DECEMBER 2017</strong></td>
</tr>
<tr>
<td><strong>JANUARY 2017</strong></td>
<td><strong>Bridging Project:</strong> $1,500,000</td>
</tr>
<tr>
<td>Cornerstone Grant: Financial Aid for Qualifying In-state Students: $13,500,000</td>
<td><strong>MARCH 2018</strong></td>
</tr>
<tr>
<td>Increased Enrollment for In-state Undergraduate Students: $1,500,000</td>
<td>Transforming Doctoral Education in Arts &amp; Sciences: $15,831,485</td>
</tr>
<tr>
<td><strong>MARCH 2017</strong></td>
<td>Curry School of Education Total Graduate Fellow Support: $2,508,894</td>
</tr>
<tr>
<td>School of Engineering and Applied Science Multifunctional Materials Integration Initiative: $10,000,000</td>
<td><strong>Bicentennial Professors Fund</strong></td>
</tr>
<tr>
<td><strong>JUNE 2017</strong></td>
<td><strong>EXPANSION:</strong></td>
</tr>
<tr>
<td>Bold Research Advancement in Neuroscience: $15,710,000</td>
<td><strong>DECEMBER 2017</strong></td>
</tr>
<tr>
<td>College and Graduate School of Arts &amp; Sciences Democracy Initiative: $10,000,000</td>
<td>Bicentennial Professors Fund (expansion): $20,000,000</td>
</tr>
<tr>
<td>Engineering in Medicine: $5,000,000</td>
<td>Expansion of University Achievement Awards and Blue Ridge Scholars Programs: $3,000,000</td>
</tr>
<tr>
<td><strong>DECEMBER 2016</strong></td>
<td><strong>Bridging Project:</strong> $1,500,000</td>
</tr>
</tbody>
</table>
UNIVERSITY OF VIRGINIA INVESTMENT MANAGEMENT COMPANY

The University of Virginia Investment Management Company (UVIMCO) provides investment management services to the Rector and Visitors of the University of Virginia and to the University’s related foundations. UVIMCO invests the endowment and other long-term funds held by the University and its related foundations in a Long Term Pool, approximating $9.3 billion as of May 31, 2018.

UVIMCO’s primary investment objective is to maximize the long-term, inflation-adjusted return of the Long Term Pool within the risk tolerance of the University. UVIMCO actively manages the Long Term Pool in a manner carefully designed to provide a substantial and growing stream of income to support the University and its related foundations while preserving for future generations the purchasing power of their long-term investment assets. Over the past decade, UVIMCO’s active management of the Long Term Pool added approximately $1.1 billion to the University’s long-term funds beyond the amount that would have been earned by investing in a passive benchmark portfolio. UVIMCO also manages a Short Term Pool for University and foundation funds with near-term liquidity needs.

### Long Term Pool composition

AS OF MAY 31, 2018

- UVA endowment 51%
- University Strategic Investment Fund 26%
- UVA-related foundations 21%
- Other long-term assets 2%

### Long Term Pool asset allocation

AS OF MAY 31, 2018

- Public equity 28%
- Long/short equity 20%
- Private equity 16.6%
- Real estate 4.6%
- Resources 6.7%
- Marketable alternatives & credit 13.9%
- Fixed income & cash 10.2%
LEADERSHIP

Chief Executive Officer/Chief Investment Officer
Robert W. Durden

As CEO, Robert W. Durden provides leadership for all aspects of UVIMCO’s operations and serves as UVIMCO’s primary representative to the University, related foundation, and the public. As CIO, Robert is responsible for the investment management of UVIMCO’s Long Term Pool, overseeing the asset allocation, portfolio management, risk management, and manager selection activities of the investment staff.

Also in leadership roles, Kristina Alimard is the chief operating officer and David MacFarlane, is the UVIMCO Board Chairman. See www.uvimco.org for a full UVIMCO board list and additional information.

Performance

UVIMCO’s investment philosophy is executed under a policy portfolio designed to meet the risk tolerance and long-term needs of the University. Please see UVIMCO’s Annual Reports for additional detail.

<table>
<thead>
<tr>
<th>As of May 31, 2018</th>
<th>Market Value</th>
<th>Annualized</th>
<th>FYTD May 18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Millions</td>
<td>%</td>
<td>1 YR</td>
</tr>
<tr>
<td>Long Term Pool</td>
<td>9,323</td>
<td>100.0</td>
<td>9.9</td>
</tr>
<tr>
<td>Policy Benchmark</td>
<td>100.0</td>
<td></td>
<td>8.0</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>2,614</td>
<td>28.0</td>
<td>13.8</td>
</tr>
<tr>
<td>Long / Short</td>
<td>1,860</td>
<td>20.0</td>
<td>9.8</td>
</tr>
<tr>
<td>Private</td>
<td>1,545</td>
<td>16.6</td>
<td>16.3</td>
</tr>
<tr>
<td>Total Equity</td>
<td>6,019</td>
<td>64.6</td>
<td>13.1</td>
</tr>
<tr>
<td>MSCI All Country World Equity</td>
<td>60.0</td>
<td>12.4</td>
<td>8.1</td>
</tr>
<tr>
<td>Real Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>429</td>
<td>4.6</td>
<td>4.6</td>
</tr>
<tr>
<td>Resources</td>
<td>627</td>
<td>6.7</td>
<td>6.6</td>
</tr>
<tr>
<td>Total Real Assets</td>
<td>1,056</td>
<td>11.3</td>
<td>6.2</td>
</tr>
<tr>
<td>MSCI Real Estate</td>
<td>10.0</td>
<td></td>
<td>4.5</td>
</tr>
<tr>
<td>Fixed Income, Cash &amp; MAC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable Alternatives &amp; Credit</td>
<td>1,296</td>
<td>13.9</td>
<td>6.8</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>786</td>
<td>8.4</td>
<td>0.0</td>
</tr>
<tr>
<td>Cash &amp; Currency</td>
<td>166</td>
<td>1.8</td>
<td>1.1</td>
</tr>
<tr>
<td>Total Fixed Income, Cash &amp; MAC</td>
<td>2,248</td>
<td>24.1</td>
<td>3.9</td>
</tr>
<tr>
<td>Barclays Aggregate Bond</td>
<td>30.0</td>
<td></td>
<td>0.4</td>
</tr>
<tr>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
Led by Senior Vice President John Jeffries and Vice President Mark Luellen, University Advancement has 210 employees and a $25.3 million operating budget – $7.6 million of the budget is allocated to Heath System Development. Beginning in fiscal year 2018-19, Advancement will receive additional funding from the University for campaign-related staffing and initiatives.

Fundraising snapshot Through June 13, 2018, the University had raised $479.46M in total commitments, which include new gifts and pledges as well as new future support for all areas across Grounds. This total is an increase of 50% over the previous fiscal year’s total commitments (through the same period), and it represents the most successful fundraising year in the institution’s history. The chart to the right illustrates the University’s fundraising performance over the last five years.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>$274 million</td>
<td>$339 million</td>
<td>$316 million</td>
<td>$359 million</td>
<td>$479 million</td>
</tr>
</tbody>
</table>

0 100 200 300 400 500
LEADERSHIP

John Jeffries, Senior Vice President since 2018

Senior Vice President for Advancement John Jeffries is a member of the faculty and former dean of the School of Law. His primary research and teaching interests are civil rights, federal courts, criminal law and constitutional law.

Jeffries served as academic associate dean of the School of Law from 1994 to 1999. He was named acting dean in fall 1999, and served as dean from fall 2001 until June 2008. During law school, he was editor-in-chief of the Virginia Law Review and received the Z Award for the highest academic average and the Woods Prize for the outstanding graduate.

Mark Luellen, Vice President since 2016

Mark Luellen came to the University of Virginia in May 2014 from The Pennsylvania State University where he first served as associate director of development for the College of Liberal Arts before being promoted to director of major gifts and finally to director of alumni relations, communications, and development for the College of the Liberal Arts in 2009.

UNIVERSITY ADVANCEMENT

The Office of the Vice President for Advancement

provides leadership and coordination for all fundraising and engagement programs across Grounds. The Office of Development leads fundraising efforts for pan-University initiatives as well as partner school- and unit-based advancement teams. The Health System Development Office coordinates advancement initiatives for the University of Virginia Health System, including the Medical Center and the Schools of Medicine and Nursing. The Office of Engagement promotes lifelong relationships with alumni, parents, students, and friends through sponsorship of worldwide events, in-person and digital engagement, travel programs, and annual giving efforts. Advancement Operations provides services to the entire Advancement Community including database ownership and management, research and data analytics, and training programs. Advancement Communications produces integrated, strategic communications aligned with institutional and University Advancement priorities.

FUNDRAISING FOUNDATIONS

UVA boasts an array of fundraising and advancement teams – with more than 400 staff University-wide. Advancement programs for the Batten School of Leadership & Public Policy, Center for Politics, Contemplative Sciences Center, Global Affairs, School of Architecture, and University Arts currently have a dual reporting line into University Advancement.

Most schools and units have a fundraising foundation that aims to increase philanthropic support for their respective schools/units; each foundation is a separate 501(c)(3) organization with its own leadership board. UVA’s fundraising foundations include:

- Alumni Association
- Batten School Foundation
- College Foundation
- Curry School of Education Foundation
- Darden School Foundation
- Engineering Foundation
- Jefferson Scholars Foundation
- Law School Foundation
- McIntire School of Commerce Foundation
- Medical School Foundation
- Miller Center Foundation
- Rare Book School
- School of Architecture Foundation
- UVA Health Foundation
- UVA-Wise Foundation
- Virginia Athletics Foundation
The quiet phase of UVA’s current capital campaign began in the summer of 2017, and the public launch is anticipated for the fall of 2019. In June 2018, the UVA Board of Visitors approved an initial campaign goal of $5 billion, with a projected campaign completion date of June 30, 2025. Recent and ongoing campaign-related initiatives led by University Advancement include:

- Implementing key recommendations from a campaign readiness study executed by philanthropic consulting firm Grenzebach Glier and Associates, which address securing additional funding for Advancement, increasing staff in critical service and support areas, enhancing technology, and creating task forces related to strategic advancement functions across Grounds;
- Introducing Campaign Chair Peter Grant to stakeholders in select strategic markets;
- Partnering with marketing and communications firm 160over90 with respect to campaign naming and creative direction; and
- Coordinating initial outreach by President-elect Jim Ryan to key stakeholders nationally and globally.

**Foundations**

Twenty-six University-related foundations support the University’s mission, strategy, and operating goals. Each Foundation is unique in its objectives, yet all share a vision to promote the University as one of the preeminent public institutions in the nation. Many, but not all, of these foundations raise funds in support of the University. Others provide clinical management and administrative services, asset management services, scholarships, and enrichment programs for students, alumni, parents, friends, and community members. The foundations are significant partners in the UVA community and, as independent organizations, they are able to mobilize extensive and critical resources in support of the University.

As Foundations have prospered and proliferated, a host of dedicated alumni have renewed their commitment and passion to the University by participating actively through their respective school or non-academic foundation. These individuals have provided philanthropy, leadership, guidance and support to the University in extraordinary fashion.

The Board of Visitors is committed to providing quality support for the fundraising efforts of each University-related foundation, and to that end seeks to promote efficiency and coordination among, as well as maintain independence and integrity within, all University-related foundations.

**Reporting requirements**

The University’s Policy on University-Related Foundations (BOV-008) sets forth specific requirements for UVA-related Foundations, which may only be created with the approval of the Board of Visitors after a review of the purpose of the foundation, its proposed organizational format, and the scope of its activities.

On an annual basis, each foundation must submit to the President a copy of its financial report and tax return, audited by an independent certified public accountant, the management letter, and management’s response.

The Foundation also must provide the President with an annual budget and capital expenditure plan approved by the Foundation’s governing board, an annual report on financing agreements, a report on the Foundation’s financial position and capital expenditures, advance copies of changes to its articles of incorporation or bylaws, and minutes of all regular and executive session meetings of its governing board.

In addition, the Foundation must submit to the Board of Visitors and the president a letter certifying compliance with requirements laid out in the policy.
### FOUNDATIONS

#### Representatives

**As of June 1, 2018**  
Each Foundation includes one member who serves as a Representative of the Board of Visitors as required by the policy and a President’s Representative.

<table>
<thead>
<tr>
<th>FOUNDATION</th>
<th>BOARD REPRESENTATIVE</th>
<th>PRESIDENT’S REPRESENTATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni Association of the University of Virginia</td>
<td>Whittington W. Clement</td>
<td>Sean K. Jenkins</td>
</tr>
<tr>
<td>Alumni Board of Trustees of the University of Virginia Endowment Fund</td>
<td>J. Davis Hamlin</td>
<td>Teresa A. Sullivan</td>
</tr>
<tr>
<td>Batten School Foundation</td>
<td>Frank Atkinson</td>
<td>James S. Matteo</td>
</tr>
<tr>
<td>College Foundation</td>
<td>John L. Nau III</td>
<td>Patrick D. Hogan</td>
</tr>
<tr>
<td>Curry School of Education Foundation</td>
<td>Carla S. Harrell</td>
<td>David W. Martel</td>
</tr>
<tr>
<td>Darden School Foundation</td>
<td>Jonathan Mariner</td>
<td>Richard P. Shannon, MD</td>
</tr>
<tr>
<td>Foundation of the State Arboretum of Virginia (FOSA)</td>
<td>Susan G. Harris</td>
<td>Karen McGlathery</td>
</tr>
<tr>
<td>Healthcare Partners, Inc.</td>
<td>L.D. Britt, MD, MPH</td>
<td>Pamela Sutton-Wallace</td>
</tr>
<tr>
<td>Jefferson Scholars Foundation</td>
<td>Frank M. Conner III</td>
<td>Marcus Martin</td>
</tr>
<tr>
<td>Law School Foundation</td>
<td>Whittington W. Clement</td>
<td>Paul Mahoney</td>
</tr>
<tr>
<td>Licensing &amp; Ventures Group</td>
<td>John G. Macfarlane III</td>
<td>Michael Lenox, Peter Barris</td>
</tr>
<tr>
<td>McIntire School of Commerce Foundation</td>
<td>Ken Johnson</td>
<td>Patrick D. Hogan</td>
</tr>
<tr>
<td>Medical School Foundation</td>
<td>Dr. Janes H. Bowles Jr.</td>
<td>Anastasia L. Williams, MD</td>
</tr>
<tr>
<td>Miller Center Foundation</td>
<td>Barbara J. Fried</td>
<td>David W. Martel</td>
</tr>
<tr>
<td>Osher Lifelong Learning Institute (OLLI)</td>
<td>Laura Hawthorne</td>
<td>Gary Nimax</td>
</tr>
<tr>
<td>Rare Book School</td>
<td>Robert Bruner</td>
<td>Don Fry</td>
</tr>
<tr>
<td>School of Architecture Foundation</td>
<td>George Keith Martin</td>
<td>Colette Sheehy</td>
</tr>
<tr>
<td>University of Virginia Investment Management Company (UVIMCO)</td>
<td>John G. Macfarlane III</td>
<td>Patrick D. Hogan</td>
</tr>
<tr>
<td>University of Virginia Physicians Group (UPG)</td>
<td>vacant</td>
<td>Patrick D. Hogan</td>
</tr>
<tr>
<td>UVA Foundation</td>
<td>Kevin J. Fay</td>
<td>Patrick D. Hogan</td>
</tr>
<tr>
<td>UVA Health Foundation (UVAHF)</td>
<td>L.D. Britt, MD, MPH</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>UVA-Wise Alumni Association</td>
<td>Marvin W. Gilliam Jr.</td>
<td>Donna Price Henry</td>
</tr>
<tr>
<td>UVA-Wise Foundation</td>
<td>Marvin W. Gilliam Jr.</td>
<td>Donna Price Henry</td>
</tr>
<tr>
<td>Virginia Athletics Foundation (VAF)</td>
<td>W. Heywood Fralin</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>Virginia Tax Foundation</td>
<td>Joseph E. Gibson</td>
<td>Thomas R. White III</td>
</tr>
</tbody>
</table>
On October 6, 2017, the bicentennial commemoration launched on the 200th anniversary of the laying of the University’s cornerstone at Pavilion VII. Continuing through 2019, the bicentennial will celebrate the achievements of the University’s first two centuries while articulating bold aspirations for the future of public higher education.

**October 6, 1817**

Construction of the Academical Village began on October 6, 1817, with the Central College cornerstone laying at Pavilion VII. Former Presidents Thomas Jefferson and James Madison, along with the then-current President James Monroe, attended the ceremony with the other members of the Central College Board of Visitors. This day marks the first “stake in the ground” for what would become the University of Virginia. The University’s charter was granted by the General Assembly on January 25, 1819.
**Commission**

A Bicentennial Commission headed by co-chairs Robert (Bobby) W. Battle, MD, and Thomas F. Farrell II, is leading the organization of the commemoration. The Commission guides planning for the bicentennial celebration, develops appropriate plans of action, and defines and promotes the goals and principles of the bicentennial. The full list of Commission members may be found online at bicentennial.virginia.edu/commission.

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**Event planner 2018-2019**


**Nov. 9** Athletics Community remarks by Aaron Baggish, medical director of the Boston Marathon, as well as a panel of University and community athletes (including president-elect Ryan, Margaret Groos, Mark Lorenzoni, and others)

**Nov. 11-13** Bicentennial Sustainability Leadership Summit; showcases the breadth of UVA’s pan-University and interdisciplinary work in sustainability

**Fall 2018** The University within the Community: Promoting Life Long Learning at the Pollinator Wall; to be held at UVA's Blandy Experimental Farm

**January 25, 2019** - University staff commemoration and appreciation event

**January - February** General Assembly commemorative legislative session in the Rotunda

**April 3-5** Symposium – Intersections: Palladio, Jefferson, Medicine, Wellness and Design in the Modern World, a UVA Architecture and Medicine collaboration with the Center for the International Study of Andrea Palladio and the International Renal Research Institute (IRRIV) San Bortolo Hospital in Veneto

**May 21-23, 2019** Miller Center’s Presidential Ideas Festival

**Spring 2019** Symposium: Future of Public Higher Education

**Spring 2019** University time capsule

**Spring 2019** Minority Rights Coalition student organizing conference
Capital planning process

The University’s annual capital planning process ensures that major capital projects (defined as new construction, renovation, or infrastructure projects costing $5 million or more) align with institutional priorities and engages executive leadership and the Board of Visitors at various points throughout the process. The Buildings and Grounds Committee determines whether a project should be added to the multi-year capital plan, and the Finance Committee evaluates whether there is a sound financing plan to pay for the estimated project cost and additional operating costs once a project is complete. The revised multi-year capital plan is presented annually to the Board of Visitors for approval in June.

The process map appears on Page 91

2018 multi-year major capital plan

The major capital plan is updated annually to add new projects, remove projects no longer planned within the next six years, and revise cost estimates for previously-authorized projects. Aligning with the State’s requirement for six-year capital plans, projects are prioritized based on the biennium in which they will be initiated. In June 2018, the Board of Visitors approved the 2018 Multi-Year Capital Plan (http://svpo.virginia.edu/capplan) for the Academic Division, Health System, and College at Wise, totaling more than $3.3 billion. The plan includes projects costing $5 million or more that are already under construction and in planning, as well as projects expected to be initiated within the next six years.

<table>
<thead>
<tr>
<th>Category (in millions)</th>
<th>Academic Division</th>
<th>Health System</th>
<th>College at Wise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under construction</td>
<td>$ 485.7</td>
<td>$ 478.2</td>
<td>$ ---</td>
</tr>
<tr>
<td>In planning</td>
<td>$ 301.7</td>
<td>$ 178.8</td>
<td>$ 0.8</td>
</tr>
<tr>
<td>Not yet initiated</td>
<td>$ 1,074.8</td>
<td>$ 602.0</td>
<td>$ 204.4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 1,862.2</strong></td>
<td><strong>$ 1,259.0</strong></td>
<td><strong>$ 205.2</strong></td>
</tr>
</tbody>
</table>

The following pie charts breakdown the 2018 Major Capital Plan by division and fund source.
Strategic Capital Plan Development

OCTOBER / NOVEMBER

Review Process

DECEMBER / JANUARY

Capital and Physical Planning

FEBRUARY / MARCH

Annual multi-year major capital planning process

Financial plans for near-term projects include:
- Funding assessments/strategies
- Verification of funding assumptions (Advancement, Treasury, etc.)
- Operating, maintenance, debt repayment costs

Deans, VPs, Directors, CEOs

Executive Leadership Review & Prioritization of Needs Assessments

Space Leadership Committee Review

Executive Leadership Review

Buildings & Grounds (B&G) and Health System Board (HSB) Review

Capital Plan Master List

Initiate Capital Project Financial Plan Process

Space Leadership Committee Review

Prioritized Multi-Year Major Capital Plan

Executive Leadership Review

B&G, Finance, HSB, and BOV Review and Approval

Approved Multi-Year Major Capital Plan

Needs assessments for project/study requests submitted by:
- Schools and units
- Athletics
- Auxiliaries
- Health System
- Foundations (certain projects)

Assisted by Space Working Group

Internal vetting process to ensure requests align with institutional priorities and current strategic plans

Major Capital Plan Approval

JUNE
### 2018 Major Capital Plan

The following pie charts breakdown the 2018 Major Capital Plan by project type – new construction, renovation, and infrastructure.

#### Estimated Project Cost

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Cost (in millions)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Construction Projects</td>
<td>2,158</td>
<td>65%</td>
</tr>
<tr>
<td>Renovation Projects</td>
<td>967</td>
<td>29%</td>
</tr>
<tr>
<td>Infrastructure Projects</td>
<td>201</td>
<td>6%</td>
</tr>
</tbody>
</table>

#### Estimated GSF of New Construction & Renovation Projects

<table>
<thead>
<tr>
<th>Project Type</th>
<th>GSF (in thousands)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Construction Projects</td>
<td>3,138,297</td>
<td>58%</td>
</tr>
<tr>
<td>Renovation Projects</td>
<td>2,282,007</td>
<td>42%</td>
</tr>
</tbody>
</table>

### Land-use and space needs

In addition to projects included in the multi-year capital program, the University is engaged in several land-use planning and space needs studies that will inform future projects:

- Architecture School Space Needs
- College of Arts and Sciences – Arts Strategy Study
- Consolidated Clinical Labs
- Data Science Institute
- Engineering School Space Needs
- Environmental Health & Safety
- Fontaine Master Plan
- North Grounds/Athletics Precinct
- Observatory Hill Dining Hall Expansion
- Parking and Transportation (P&T)
- P&T Replacement Facility
- Performing Arts Center
- Public Safety Space Needs
- Technological Village
Since FY2009, capital construction expenditures – construction, renovation, infrastructure, maintenance reserve, and acquisitions – across all three divisions total $2.59 billion ($1.5 billion for the Academic Division, $950 million for the Health System, and $135 million for the College at Wise), averaging approximately $255 million each year.
The University of Virginia is a leading generator of economic and employment activity throughout the Commonwealth, creating substantial economic impact in support of its mission and longstanding tradition of service. The University fuels economic growth by conducting innovative research, educating citizen leaders and fostering academic-government-industry collaborations.

Metrics

The University recently commissioned an economic impact study that quantified contributions to the Commonwealth:

**Overall Impact**  
UVA annually generates an economic impact of $5.9 billion.

**Employment Impact**  
More than 51,600 jobs are created by UVA.

**Government Revenue Impact**  
UVA generates $239.9 million in government revenue.

Students applying for financial aid must submit federal documents including the CSS/PROFILE, the FAFSA, and federal income tax forms for parents and students. Student Financial Services uses this information to calculate demonstrated financial need.

Entrepreneurship

A growing venture capital ecosystem in Charlottesville makes the University a natural partner in supporting a culture of collaboration and innovation. In FY 2017 alone, seven new startups were launched by UVA faculty or as a result of UVA innovations. Since 2006, 60 UVA-related startups have been launched. UVA invests in translational research and commercialization through seed and venture funds.
Research

The University’s research enterprise generates $644.5 million in annual economic impact and is responsible for one in five jobs created or supported by the University. The research enterprise attracts funding, high-skilled jobs and potential additional R&D business to the Commonwealth. The University makes a difference in the lives of all Virginians by pursuing groundbreaking discoveries that hold promise to advance the human condition.

Additional impact is generated through community support by students, faculty, and staff; spending by tourists and visitors to the University; and the contributions of entrepreneurial alumni.

In action

UVA’s Role in Economic Development UVA plays an important role in creating the conditions that improve economic prosperity and quality of life for all Virginians. The Office of Economic Development engages government, industry and academic partners to leverage University assets that move economic development initiatives forward. UVA’s role in economic development is to:

- **Strengthen economic competitiveness** by supporting regional and Commonwealth efforts to recruit and retain industry.
- **Meet workforce needs** by developing a highly-skilled workforce that can tackle societal and economic challenges.
- **Foster an entrepreneurial ecosystem** by supporting startups and innovation.
- **Conduct research** that fuels economic growth.
- **Create proactive** intentional engagement by serving as a convener, connector, collaborator, and generator for new ideas.

Partners

The Office of Economic Development develops and implements a comprehensive economic development strategy, working with two governing bodies. The pan-University Economic Development Council helps define UVA’s role in economic development, identifies and evaluates strategic opportunities and specifies scope and scale of University involvement and resources. The Board of Visitors Committee on Engagement with the Commonwealth assists the University in maximizing opportunities to positively impact the Commonwealth and informs the Economic Development Council’s work. Staff collaborate with internal and external partners to promote, lead, and partner on economic development projects throughout the region and the state including the Governor’s Virginia Economic Development Partnership and the Central Virginia Partnership for Economic Development.

SNAPSHOTS

The University promotes economic prosperity through a broad array of programs, services and activities, including:

**UVA and UVA-Wise** cofounded the Appalachian Prosperity Project, which connects UVA resources with the far southwestern region of Virginia. We support the region’s efforts in recruiting companies, increasing entrepreneurial activities, and maintaining a healthy and educated workforce. As required by law, we submit an annual report on these activities to the General Assembly.

**UVA is working** with the Virginia Tobacco Region Revitalization Commission, UVA-Wise, and Virginia Tech on the nascent MPower Computing Initiative to support IT workforce development in Southwest Virginia.

**The University** partners with faculty, industry, and localities to support emerging industry cluster development in Central Virginia. Current areas of focus include biotech, industrial hemp, and renewable energy.

**UVA is preparing** the Virginia workforce for a technology-driven future by creating new approaches to computational and digital literacy skills for K-20 students and teachers. The Office of Economic Development recently worked with Apple to offer a two-day coding boot camp for educators from the Boys and Girls Club, Computers 4 Kids, local elementary schools, PVCC, UVA and UVA-Wise.

**The University** works with regional economic development officers and interested applicants to develop GO Virginia proposals and to offer additional resources or connections that align with regional priorities. GO Virginia is a bipartisan, business-led economic development initiative that encourages regional economic development collaboration.

**UVA is working** closely with the Commonwealth Center for Advanced Manufacturing (CCAM) to launch an Advanced Manufacturing Apprentice Academy that will provide specialized skill training in machining, mechatronics and welding.
UVA is one of only two public universities in the U.S. to meet full need on a need-blind basis, for all in-state and out-of-state students who are U.S. citizens or permanent residents. We consider a family’s finances independently of evaluating application materials. The University meets 100% of students’ demonstrated financial need through a combination of scholarships, grants, work-study and need-based loans.

Limiting debt

UVA is committed to limiting need-based loans for students with financial need, so they graduate with less debt. Initiatives include:

- $4,000: Four-year loan cap for low-income Virginians
- $18,000: Four-year loan cap for all other Virginians with need
- $28,000: Four-year loan cap for non-Virginians with need

Students applying for financial aid must submit federal documents including the CSS/PROFILE, the FAFSA, and federal income tax forms for parents and students. Student Financial Services uses this information to calculate demonstrated financial need.
Students

In 2017-18, UVA provided approximately $129 million in need-based financial aid to undergraduate students through its financial aid program, AccessUVA. This amount is independent of merit-based scholarships and athletic grant-in-aid awards.

34% of undergraduate students were awarded some level of need-based assistance.

65% of our undergraduate students graduate with no debt; the 35% of students who graduated with debt in 2017, did so with an average of $24,450, $4,800 below the 2016 state average.

In-state students with family incomes of $76,000 and below (and assets of $50,000 or less) receive free tuition and fees.

Bicentennial Scholars Program

The Board of Visitors established the Bicentennial Scholars Program in December 2016 to incentivize philanthropy for scholarships and to begin to create a permanent, sustainable endowment for AccessUVA, the University’s financial aid program. With an initial investment of up to $100 million from the Strategic Investment Fund (SIF), the Bicentennial Scholars Program matches philanthropic commitments designated for new endowed scholarships. This investment will continue the University’s tradition of affordability and access for qualified students from all walks of life.

As of May 7, 2018, the University has received $100 million in signed commitments, with several gifts in process, to be matched by $99.5 million from the SIF. Approximately $58 million of this $199.5 million is committed to need-based undergraduate scholarships at UVA. With the overwhelming success of the effort, discussions are underway regarding whether the program should be extended.

Cornerstone Grant

The Board of Visitors established Cornerstone Grants in early 2016 for Virginia families who just miss qualifying for AccessUVA (with income less than $125,000 and assets less than $150,000). Qualifying first, second, and third-year students are eligible to receive up to $2,000 and fourth-year students are eligible to receive up to $1,000 in 2018-19. In future years, qualifying new and continuing in-state students will be eligible for the $2,000 grant.

In 2017-18, 116 first- and second-year students received $181,700 and 34 third-year students received $35,511 in Cornerstone Grants.
Sustainability at UVA is highly collaborative, with students, faculty, staff and alumni interconnected via dozens of committees, working groups, departments, and organizations. Together, in 2016, we launched UVA’s first Sustainability Plan with 23 goals and over 100 actions. The initial funding provided for the Plan has enabled the development of new sustainability courses, research, career guidance, professional development, enhanced orientation activities, student grants, collaborative events, and further action plan development.

In 2011, the Board of Visitors approved a goal for the University to reduce its greenhouse gas emissions 25% below 2009 levels by 2025. In 2017, UVA published an updated Greenhouse Gas Action Plan to outline a path to meet that goal. UVA also significantly increased renewable energy within its electricity portfolio. By the beginning of 2019, UVA will purchase 100 percent of the output of two new utility-scale solar power projects. When completed, these two projects will generate enough solar power to offset 21% of UVA’s electricity consumption and reduce 32,000 MTCDE of greenhouse gas emissions annually. On Grounds, solar panels have been installed on Clemons Library (126 kW), Skipwith Hall (15 kW), Ruffner Hall, the UVA Bookstore (394 kW), and Ivy Stacks (191 kW).

In 2018, UVA earned a STARS Gold rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE). Additionally, UVA was recognized with a Governor’s Environmental Excellence Award Gold Medal for environmental stewardship programs, for fostering a culture of environmental sustainability, recent accomplishments reducing environmental footprint, and maintaining a commitment to future sustainability-oriented actions. For details, initiatives and progress, including the UVA Sustainability Annual Report, visit: sustainability.virginia.edu

Engage Bicentennial funding has been granted for a pan-university Bicentennial Sustainability Leadership Summit, Oct. 27-30. The new UVA Sustainability Alumni Network, a pan-university partnership, represents an exciting opportunity to connect alumni and support student career development.

Steward Energy use intensity has been reduced by over 12%, a result of retro-commissioning in buildings and improving the efficiency of energy generation in the heating and chiller plants. In FY2018 energy-related activities yielded nearly $4 million in avoided costs. New UVA Green Building Standards, which apply to all projects, have been included in the updated Faculty Design Guidelines. These will standardize best practices and align projects with UVA’s sustainability goals.

Discover With Sustainability Plan funding, 13 sustainability research seed grants and 15 course development grants were awarded during the 2017-2018 academic year. Also, an inaugural cohort of five Sustainability Faculty Fellows were selected from across disciplines as part of a new initiative. Their work will support and strengthen the Global Environments + Sustainability program.
ENGAGE

Increase sustainability awareness within the UVA community.
Increase sustainability engagement beyond Grounds.
Incorporate social, environmental, and economic sustainability considerations into strategic initiatives.
Cultivate healthy and equitable places for learning, living, & working.

STEWARD

Reduce greenhouse gas emissions 25% below 2009 levels by 2025.
Reduce building energy use intensity 20% below 2010 levels by 2020.
Reduce reactive nitrogen losses to the environment 25% below 2010 levels by 2020.
Reduce potable water use 25% below 2010 levels by 2035.
Reduce the total tonnage of waste generated at UVA 50% below 2014 amounts by 2035.
Landfill less than 2000 tons of waste annually by the year 2035.

DISCOVER

Increase environmentally preferable purchasing as a percentage of purchases.
Increase efficiency of UVA land and buildings to limit the need for new construction.
Form connections with our larger community through UVA and UVA Foundation lands.
Enhance and expand the number of sustainable and meaningful sites and buildings.
Anually increase the percentage of sustainable food and beverages available on Grounds.
Reduce food waste and single-use food serving items sent to landfill by 2030, in alignment with the overall UVA waste goals.
Reduce the energy and water impact of dining operations.

Increase student, staff, and faculty awareness of sustainable food systems.
Collaborate within UVA and with the region...to advance sustainable food systems in the broader community.
Consider environmental, governance, social, and ethical issues in managing institutional investment assets.
Enhance sustainability research and UVA’s reputation as a locus of sustainability.
Enhance sustainability-focused teaching and curricular development.
Utilize the Grounds as a learning tool through collaboration between operational and academic units.