Welcome

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 in July.
The University has 12 schools plus The University of Virginia's College at Wise (UVA-Wise) located in southwest Virginia. The deans of all 12 schools report to the executive vice president and provost, who is the chief academic officer of the University; the deans of the Schools of Medicine and Nursing also report to the executive vice president for health affairs. The chancellor of UVA Wise reports to the president.
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT LIFE</td>
<td>74</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>75</td>
</tr>
<tr>
<td>Student Self-Governance</td>
<td>78</td>
</tr>
<tr>
<td>ATHLETICS</td>
<td>79</td>
</tr>
<tr>
<td>SAFETY AND SECURITY</td>
<td>84</td>
</tr>
<tr>
<td>FINANCE</td>
<td>87</td>
</tr>
<tr>
<td>INVESTMENT MANAGEMENT COMPANY</td>
<td>90</td>
</tr>
<tr>
<td>ADVANCEMENT</td>
<td>92</td>
</tr>
<tr>
<td>University Advancement</td>
<td>93</td>
</tr>
<tr>
<td>University-Associated Organizations</td>
<td>94</td>
</tr>
<tr>
<td>CAPITAL PLANNING PROCESS AND MAJOR CAPITAL PLAN</td>
<td>96</td>
</tr>
<tr>
<td>INFRASTRUCTURE &amp; SERVICE</td>
<td>98</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT</td>
<td>100</td>
</tr>
<tr>
<td>SUSTAINABILITY</td>
<td>104</td>
</tr>
</tbody>
</table>

**STAYING IN THE KNOW**

A few ways to learn what’s going on at UVA and beyond the Grounds:

Subscribe to the UVA Today Daily Report and other UVA 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.
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

In August 2019, the Board of Visitors approved a new roadmap for the University of Virginia’s future, a 10-year strategic plan designed to make UVA the best public university in 2030, and one of the best in the world, whether public or private. “A Great and Good University: The 2030 Plan” is built upon four overarching goals and includes 10 major initiatives to help achieve them. The development of the strategic plan included a process for soliciting input from thousands of people, including deans and other University leaders, faculty members, staff, students, parents, alumni, and friends. The Strategic Planning Committee and President Ryan held more than 100 outreach sessions, collecting information that was later analyzed to identify themes – and then specific actions within those themes – of importance to the University community. Despite the COVID-19 pandemic, the University has made significant progress in implementing the strategic plan. Examples of major milestones include: the establishment of the School of Data Science; significant expansion of scholarship funding, including two new programs in the Walentas Scholars and the Piedmont scholars; extensive planning for the Emmet Ivy site, including breaking ground for the School of Data Science, approving designs for the Hotel/Conference Center, and beginning to design the Karsh Institute of Democracy; climate change solutions, the Biotechnology Institute, and advancements in neuroscience; the implementation of the athletics master plan; significant investment in the Bicentennial Professorships; and expanded efforts to be a good neighbor and partner in the Charlottesville community, including the establishment of the Center for Community Partnerships and the President’s Council on UVA-Community Partnerships. More information about the progress of the strategic plan can be found on the interactive timeline at: https://strategicplan.virginia.edu/timeline.

STRATEGIC INVESTMENT FUND

In February 2016, the University's Board of Visitors accumulated the investment potential of the University’s non-endowment assets and reserves to create the Strategic Investment Fund (SIF) to provide transformational investments to advance the research capability of the University, transform the University’s infrastructure, support access and affordability initiatives, and enhance the student experience. The SIF provides funding to support key initiatives of the University of Virginia’s 2030 Plan. The SIF generates annual income that currently supports 64 distinct awards totaling nearly $795M.

The SIF award funding is divided among four categories: foundation, discoveries, community, and service. A resoundingly successful component of the SIF program involves matching awards, including, in particular, the Bicentennial Scholars and the Bicentennial Professors Funds. Over 60% of the SIF funds awarded to date are being matched to varying degrees by philanthropic gifts dedicated to these two programs, thereby increasing the return on investment generated by the SIF.

Projects are selected for funding by the SIF Oversight Committee through two mechanisms: a formal proposal process, and by opportunistic investment through the identification of key initiatives by senior University leadership. The projects that are funded by the SIF undergo periodic post award assessment by the Post-award Assessment Committee to ensure programmatic due diligence and adherence to the highest standards of stewardship and fiduciary responsibility. The full history, purpose, and guiding principles of the SIF may be found at sif.virginia.edu.
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 https://bov.virginia.edu/index, and the Board portal. The Manual contains the Board’s operating guidelines, similar to the 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.
**STATEMENT OF VISITOR RESPONSIBILITIES**
Adopted by the Board on December 7, 2018

*A Statement of Visitor Responsibilities* was adopted by the Board of Visitors of the University of Virginia on Dec. 7, 2018, to inform newly appointed Visitors of the expectations of Board service, and to serve as a reference point for self-evaluation of performance of the Board and its committees. All members are expected to read, understand, and abide by the Statement of Visitor Responsibilities.

**The Board** is the governing body of the University, a Virginia public corporation under the name and style of “The Rector and Visitors of the University of Virginia.” By statute, the 17 voting members of the Board are appointed by the Governor of Virginia. Broadly, the Board has oversight responsibility for advancing the University's mission and goals, for assuring the proper stewardship of the University’s resources and assets, and for monitoring the implementation of institutional strategy and policies. Among the Board's primary and most important duties are appointing and evaluating the University's president.

**Statement**
As the Board of the University, we are committed to effective governance accomplished through a Board culture characterized by dedication, diligence, collaboration, teamwork, candor, transparency, and accountability.

*Every member of the Board is expected to fulfill the following responsibilities:*

**Dutifully Serve as a Member of the Board**
Visitors make service to the University a high priority and commit the time and effort to educate themselves about University matters, prepare for and attend meetings of the Board and its committees, and engage constructively in the work of the Board.

Visitors actively seek leadership roles on the Board and carry out the responsibilities associated with those roles.

Visitors work collegially with other Visitors, the president, and as appropriate, faculty, students, staff, and other University constituents.

Visitors promote the role of the Board as a policy-making oversight body that supports the president, senior administration, and the faculty in their management of the University’s operations and implementation of institutional strategy and policies.

Visitors understand and act consistently with the principle that they serve the University as a whole and not any particular school or constituent.
Advance the Values and Mission of the University

Visitors understand that they owe a fiduciary obligation to act in the best interests of the University.

Visitors support the University’s broader public mission and promote the values of a public university, including serving as conduits for conveying the interests of citizens and political leaders of the Commonwealth to the University.

Visitors participate in the life of the University, including attending major University events (e.g. Final Exercises).

Visitors respect the concept of student self-governance and the University’s Honor System.

Visitors actively safeguard principles of academic freedom for the University and its faculty and endeavor to protect the University from outside influences seeking improperly to shape it.

Visitors help the University obtain the resources it needs to support its mission.

Uphold the Integrity of the Board

Visitors understand and adhere to the Manual of the Board of Visitors, University policy, and applicable laws, rules, and regulations, including the Virginia State and Local Government Conflict of Interests Act and the Virginia Freedom of Information Act.

Visitors adhere to the highest standards of personal and professional integrity, including avoiding real or perceived conflicts of interests. Visitors do not use service on the Board, or information obtained through service on the Board, for personal advantage or for the advantage of family members, friends, or business associates.

Visitors abstain from asking the president or others for special treatment for anyone beyond that which is generally available and understand that the president and the Board office are the primary contacts within the University with regard to Board business. This section does not prohibit routine letters of recommendation for admission or employment.

Visitors do not speak on behalf of the University or the Board unless designated by the rector and/or the president to do so.
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.

PUBLIC BODY

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 are held 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. 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 is voted on upon leaving the closed session. The Board may not take any official action 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 annually by a vote of the Board of Visitors.

The Health System Board, 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.
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 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.

OFFICE OF THE BOARD OF VISITORS

**The Office of the Board of Visitors** is a unit of the President’s Office located in the northwest wing of the Rotunda. There are two full-time positions in the office: The Secretary to the Board of Visitors and the Clerk of the Board. The Secretary to the Board is an officer of the Board and is the secretary of the corporation and registered agent for the University. Among other duties, the Secretary works with the Rector and other Visitors as well as University leadership to plan and organize effective Board and committee meetings and events that comply with the requirements of Virginia law and the Manual of the Board of Visitors. The Secretary works closely with the Rector on communications with the Board and matters pertaining to the Board. The Clerk of the Board handles the daily operations of the Office including managing accounts and the budget, working with the Secretary to organize regular and special meetings and events, and managing the Board’s portal and public website.
UNIVERSITY OF VIRGINIA

Leadership

UNIVERSITY PRESIDENT

The president’s role at the University is to develop and build consensus for a strategic vision that will achieve excellence for UVA; to hire and develop great people and to build collaborative teams that can effectively manage a complex and diverse organization; and to foster a culture of innovation to address the ever-changing landscape in higher education, among the many other duties of the office. The President’s Office comprises several units, including the Executive Search Group, the Board of Visitors Office, and teams of staff devoted to external relations, communications, events, administration and operations, and executive tech support. The President’s Office is located in Madison Hall.

James E. Ryan serves as the ninth president of the University of Virginia. Before coming to UVA, Ryan served as dean of the Harvard Graduate School of Education. Before his deanship, Ryan was the Matheson & Morgenthau Distinguished Professor at the UVA School of Law. He also served as academic associate dean from 2005 to 2009 and founded and directed the school’s program in Law and Public Service. Ryan received his AB summa cum laude from Yale University and his JD from the University of Virginia, which he attended on a full scholarship and from which he graduated first in his class.

After law school, Ryan clerked for William H. Rehnquist, the late Chief Justice of the United States, and then worked in Newark, N.J., as a public interest lawyer before entering into teaching.

A leading expert on law and education, Ryan has written extensively about the ways in which law structures educational opportunity. His articles and essays address such topics as school desegregation, school finance, school choice, standards and testing, pre-K, and the intersection of special education and neuroscience. Ryan is also the coauthor of the textbook Educational Policy and the Law and the author of Five Miles Away, A World Apart, which was published in 2010 by Oxford University Press. Ryan’s most recent book, Wait, What? And Life’s Other Essential Questions, based on his popular 2016 commencement speech, was published in 2017 by HarperOne and is a New York Times bestseller. In addition, Ryan has authored articles on constitutional law and theory and has argued before the United States Supreme Court. In 2020, Ryan was elected to the American Academy of Arts and Sciences. Ryan and his wife, Katie, have four children.

Under Ryan’s leadership, a 10-year strategic plan, A Great and Good University: The 2030 Plan, was approved and is under implementation; the $5B Honor the Future fundraising campaign is on track to meet the goal and has currently raised more than $4B; a new school of Data Sciences was established; and construction is underway for the first buildings of the Emmett-Ivy Corridor which will serve as an entryway to the University as well as a link to North Grounds. Ryan also led an effort to create a stronger connection with the community and has opened a physical Center for Community Partnerships and formed the President’s Council on UVA-Community Partnerships.
EXECUTIVE VICE PRESIDENTS

IAN B. BAUCOM
Executive Vice President and Provost

Mr. Baucom serves as the chief academic officer and is responsible for advancing academic excellence at all levels of the University. He assumed the role in 2022. He directs UVA’s educational, scholarly, and research priorities. As such, he appoints, manages, and advises the deans of the 12 schools, UVA | NOVA, and the library, and develops and maintains plans, resource allocations, and innovations for all their academic programs. He oversees enrollment (undergraduate admission, student financial services, and the University registrar), undergraduate advising, and on-line learning. His office administers critical enrichment experiences in the areas of global affairs, arts, and outreach, including academic administration of the art museums, public service activities, numerous University centers, and foreign study.

The provost is responsible for the recruiting, hiring, retention, and performance of faculty and for the University’s promotion and tenure process. The provost also works with the president and senior university leaders to develop a strategic vision focused on providing a unique undergraduate experience, supporting superior graduate and professional education, and increasing research productivity and effectiveness. In partnership with the COO, Mr. Baucom steers the annual budget process for the University and coordinates the administrative, fiscal, and support functions of the University with its academic purposes.

JENNIFER (J.J.) WAGNER DAVIS
Executive Vice President and Chief Operating Officer

Ms. Davis began her tenure as executive vice president and chief operating officer (EVP-COO) in November 2018. The EVP-COO is the University’s chief administrative, business, and operating officer and is charged by the Board of Visitors and the president with setting financial policy and overseeing the financial operations of the University, including its schools and the Medical Center.

As a member of the president’s executive leadership team, she provides strategic support for initiatives that have a University-wide impact, including developing a financial framework to support the University's strategic plan. The EVP-COO is responsible for meeting the needs of the UVA community by providing high-quality service through day-to-day operations. Several vice presidents report to the EVP-COO, including the senior vice president for operations and state government relations, the vice president for finance, the vice president and chief human resources officer, and the vice president and chief information officer. In addition, staff overseeing the following functions report to the EVP-COO: University police, safety and security, economic development, audit and compliance, organizational excellence, the University policy program, and operations communications.

The EVP-COO is the University’s primary liaison with University of Virginia Investment Management Company (UVIMCO) and the University of Virginia Foundation. She is an ex officio member of the Health System Board and serves on the boards of the University Physicians Group and the Foundation of the State Arboretum of Virginia (Blandy Experimental Farm).

K. Craig Kent, M.D.
Executive Vice President for Health Affairs

Reporting directly to the President, Dr. Kent is responsible for developing the overall vision and strategy for UVA Health and overseeing health system operations, inclusive of all four missions: research, education, clinical care, and community. Dr. Kent assumed the role in February 2020.

Dr. Kent oversees the UVA Medical Center, UVA Community Health (inclusive of three hospitals and a physician group), the Claude Moore Health Sciences Library, and, in partnership with the EVP-Provost, the School of Medicine and School of Nursing. He also works closely with the UVA Physicians Group. In addition to leading UVA Health, Dr. Kent ensures there is synergy between UVA Health and the University’s vision in achieving UVA Health’s goals.

The EVPHA plays a central leadership role in fundraising for UVA Health and works closely with the President, Deans, Senior Vice President for Advancement, and Health Foundation Board Members in securing philanthropic support for the health system and University. Additionally, the EVPHA plays an active role in building, strengthening, and further cultivating government and community relationships, including working on relevant legislative and policy issues impacting UVA Health at the community, state, and federal levels.
This section includes photos and position titles of members of the University’s leadership team. School, Center, and Institute leadership pictures and short bios appear in the respective sections of this book.
Workforce

Employee snapshot

28,361 Total UVA Employees

18,230 Academic Division

8,406 Medical Center

1,002 University of Virginia Physicians Group

723 College at Wise
Workforce | SNAPSHOTS

The following graphs represent employees across the Academic Division, Medical Center, University Physicians Group, and UVA Wise.

UVA ORGANIZATIONS

Total UVA Employees: 28,361

- Academic Division: 18,230
- Medical Center: 8,406
- UPG: 1,002
- Wise: 723

*Note: This graph incorporates staff data only. See page 19 for faculty data.

GENDER

- Male: 39.2%
- Female: 60.8%

*Note: This graph incorporates staff data only. See page 19 for faculty data.

EMPLOYEE TYPE

- Staff: 15,705
- Student Workers: 6,704
- Faculty: 4,240
- Other (wage, temp, etc.): 1,712

ETHNICITY

- African American: 10.2%
- Other Minority: 18.7%
- Non-minority: 71%

*Note: This graph incorporates staff data only. See page 19 for faculty data.

AGE

- Generation Z (1997-present): 21.1%
- Generation Y/ Millennials (1981-1996): 36.6%
- Generation X (1965-1980): 25.6%
- Baby Boomers (1946-1964): 16.2%
- Silent Generation (1928-1945): 0.5%

*Note: This graph incorporates staff data only. See page 20 for faculty data.
Academic Data

The University of Virginia has 12 schools located on Central and North Grounds in Charlottesville, Virginia, as well as offering academic programming at various locations throughout the Commonwealth of Virginia, and at UVA Wise in southwest Virginia. Faculty — both tenured and tenure track (TTT) and general faculty — are crucial to delivering the University’s mission of advancing, preserving, and disseminating knowledge, developing responsible citizen leaders and professionals, and advancing the research and discovery that are the hallmarks of a world-class institution.

Following are data about the schools’ proportional funding, faculty distribution and growth, and faculty diversity. A small number of faculty whose primary appointments are in centers or institutes rather than schools are not reflected in these numbers. Budget sources are reported in the thousands.

FY2022-23 Proportional Sources of Funding – by School (in thousands)

FY2022-23 Sources of Funding – by School (in thousands)
Academic Faculty by School and Type, Fall 2021

Total N=2938; this graph includes all salaried academic faculty in 12 schools, including those with temporary administrative appointments.

**Academic Faculty by School, Fall 2021**
- Architecture, 67, 2%
- Arts & Sciences, 853, 29%
- Commerce, 81, 3%
- Cont. & Prof. Studies, 7, <1%
- Darden, 85, 3%
- Data Science, 14, <1%
- Engineering, 230, 8%
- Education, 140, 5%
- Engineering & Public Policy, 27, 1%
- Law, 98, 3%
- Leadership & Public Policy, 27, 1%
- Medicine, 1278, 44%
- Nursing, 58, 2%

**Academic Faculty by School and Type, Fall 2021**

- **General/NTT Faculty**
- **Tenured & Tenure-Track Faculty**
10-YEAR ACADEMIC FACULTY GROWTH BY TYPE
(TENURED & TENURE TRACK VS. GENERAL)

Data in this graph include all salaried academic faculty in 12 schools, including SCPS. Tenured faculty members with temporary administrative appointments are included in the tenured and tenure-track count.
FACULTY DIVERSITY

Percentage of women, African American, and underrepresented minority faculty at AAU institutions by year. Source: IPEDS

- % Women
- % African American
- % Minorities
DISTRIBUTION OF TENURED & TENURE-TRACK FACULTY
BY BROAD AGE AND YEAR, 1991-2021

DISTRIBUTION OF GENERAL FACULTY
BY BROAD AGE AND YEAR, 1991-2021

Rates only include salaried, full-time, academic, general faculty members and therefore do not include faculty in the School of Cont. & Prof. Studies. “Academic general faculty” are sometimes referred to as “non-tenure-track (NTT)” and/or “tenure ineligible.”
**UVA is fortunate** to attract interest from tens of thousands of extraordinarily accomplished students at all levels—undergraduate, graduate, and professional. By any measure, the students who are admitted and choose to enroll are among the strongest in the country. In Fall 2021, they came from 129 counties and cities in the Commonwealth, every state in the union, and 119 countries around the world.

From Fall 2011 to Fall 2021, total enrollment grew by 18%—by 16% for undergraduates, from 14,539 to 16,936, and by 22% for graduate and professional students, from 6,668 to 8,102. As of 2020, the last year for which comparative statistics are available, the four-year graduation rate for UVA undergraduates was 89%, the highest among public universities and tied for third among all universities nationwide.

Every two years, the State Council of Higher Education for Virginia requires public institutions of higher education to project their enrollments for the next seven years. Planning is underway for the next projections, due in 2023.

### 2022 PRELIMINARY ENROLLMENT HIGHLIGHTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>New undergraduates</td>
<td>4,745</td>
</tr>
<tr>
<td>Percentage of first-year applicants were admitted</td>
<td>19%</td>
</tr>
<tr>
<td>Number of first-generation college attendees</td>
<td>775</td>
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<tr>
<td>New record for first-year applications</td>
<td>50,950</td>
</tr>
<tr>
<td>Percentage of incoming first-years were inducted into an honor society</td>
<td>80%</td>
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<tr>
<td>Percentage of our incoming class participated in community service</td>
<td>92%</td>
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Undergraduate Enrollment
Fall 2021
Total = 16,936

Arts & Sciences, 11,364, 67%
Engineering, 2,991, 18%
Education, 2,769, 4%
Commer, 527, 3%
Nursing, 433, 3%
Architecture, 392, 2%
Continuing & Professional Studies, 281, 2%
Leadership & Public Policy, 179, 1%

Graduate Enrollment
Fall 2012 - Fall 2021
F11 Total = 6,668; F21 Total = 8,102

Data include all degree-seeking students enrolled at fall census.
FIRST-TIME FIRST-YEAR ADMISSION TRENDS

NEW UNDERGRADUATES
(First-Time First-Year and Transfer)

Notes:
1) 2022 data are preliminary. 2) “All” represents all students who self-identified in this way, including international students and students who identified as another race or ethnicity in addition to this one. “Only” represents students who identified in this way only—with the exception that any student who self-identified as Hispanic, Latino, or Latina is included in that group.
GRADUATE ADMISSION TRENDS

NEW GRADUATE STUDENTS
(Degree- and Certificate-Seeking)

% Virginians

% International

% Black or African American

% Hispanic, Latino, or Latina

% American Indian or Alaska Native

% Asian

Notes:
1) 2022 data are preliminary. 2) “All” represents all students who self-identified in this way, including international students and students who identified as another race or ethnicity in addition to this one. “Only” represents students who identified in this way only—with the exception that any student who self-identified as Hispanic, Latino, or Latina is included in that group.
UVA admits students on the strength of their applications, regardless of their ability to pay the full cost of their education, and meets the full demonstrated need of every student who qualifies for aid—one of only two public universities in the U.S. to do so. UVA is committed to limiting need-based loans for students, so they graduate with less debt.

Limiting debt

UVA initiatives include:

- Free tuition for in-state families with less than $80K income and typical assets.
- Free tuition, room & board for in-state families with less than $30K income and typical assets.
- $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

In 2021-22, UVA provided approximately $165M in need-based financial aid from all sources to undergraduate students through its financial aid program, Access UVA.

34.8% of undergraduate students had need.

52.7% of undergraduate students received some level of financial assistance.

65% of our undergraduate students graduate with no debt; of the 35% of students who graduated with debt in 2021, the average need-based debt was $10,111 for in-state undergraduates and $14,028 for out-of-state undergraduates. Some students choose to take additional loans to cover their estimated family contribution or other expenses. When these additional loans are included, the average total debt for in-state undergraduates with debt is $23,335 and for out-of-state students, it is $33,335.

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 $100M from the SIF, the Bicentennial Scholars Program matched philanthropic commitments designated for new endowed scholarships. The Board committed an additional $100M investment in the program in September 2018. This will continue the University’s tradition of affordability and access for qualified students from all walks of life.

TUITION

Following nearly a decade of very low tuition increases, undergraduate base tuition was held steady in 2019-20 and 2021-22. The University took a new approach to setting tuition last year. In December 2021, the Board of Visitors approved rates for the next two academic years to make tuition decisions more transparent and predictable for UVA students and their families. Increases in undergraduate base tuition and fees were approved at 4.7% for 2022-23 and 3.7% for 2023-24 to support competitive faculty salaries, a world-class student experience with a nationally recognized financial aid program, and rising operating costs across a wide range of sectors. The Finance Subcommittee on Tuition is meeting again this summer.

IMPACT OF COVID-19

Student Financial Services, in conjunction with the Office of the Vice President for Student Affairs, continued in 2021-2022 to administer emergency grant funding for expenses related to the disruption of campus operations due to the pandemic. Funding for these efforts was provided by the American Rescue Plan (HEERF III).

HEERF III included $15.2M in emergency grant funding for students. The majority of these funds were provided directly to students through emergency grants disbursed during the 2021-22 academic year. The remaining funds will be distributed in the Fall of 2022, and University staff are working on a plan for distribution that adheres to federal regulations and guidelines.
Academic Entities

School of Architecture ................................................................. 28
College and Graduate School of Arts & Sciences .......................... 30
Frank Batten School of Leadership and Public Policy .................... 32
McIntire School of Commerce ..................................................... 34
School of Continuing and Professional Studies ............................ 36
School of Education & Human Development .............................. 38
Darden School of Business ......................................................... 40
School of Data Science ............................................................... 42
School of Engineering and Applied Science ................................. 44
School of Law ............................................................................. 46
School of Medicine ................................................................. 48
School of Nursing ......................................................................... 50
The University of Virginia’s College at Wise .................................. 52
UVA | Northern Virginia ............................................................. 54
Library ......................................................................................... 55
Featured Institutes and Centers ..................................................... 56
Research ....................................................................................... 60
LEADERSHIP

Malo André Hutson, dean since 2021 and Edward E. Elson Professor

Malo André Hutson, Ph.D., MCP, is a widely recognized expert in the areas of community development, climate resilience, environmental justice, and urban health. As a scholar, teacher, and practitioner, he focuses on the nexus of environmental, architectural, and urban equity practices. Hutson received a Bachelor of Arts in sociology in 1997 and a Master of City Planning in Regional and Economic Development in 1999 from the University of California at Berkeley. In 2006, he received a Ph.D. in Urban and Regional Planning from the School of Architecture and Planning at MIT, followed by a post-doctoral fellowship at the University of Michigan’s School of Public Health.

He is the recipient of numerous fellowships including the Salzburg Global Fellowship, two Mellon Fellowships, and a Robert Wood Johnson Foundation Health & Scholar Fellowship, among others. Immediately prior to his deanship at UVA, he was a tenured professor at the Graduate School of Architecture, Planning, and Preservation at Columbia University where he served on the executive committee of the Earth Institute, was director of the Urban Community and Health Equity Lab and director of Columbia World Projects, a university-wide initiative focused on significant global challenges. Read more about Dean Hutson at www.arch.virginia.edu/people/malo-andre-hutson

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 | Master of Urban Design | PhD in the Constructed Environment | PhD in Art + Architectural History | Graduate Certificate in Historic Preservation | Graduate Certificate in Real Estate + Design and Development | Graduate Certificate in Urban Design

RESEARCH HIGHLIGHTS

Coastal Futures Hub expands ongoing research on the impact of global climate change on the coastal landscapes of Virginia’s Eastern Shore. Supported through a $5M grant from the NSF’s Coasts and People program, the School of Architecture leads the development of a Climate Equity Atlas as part of this transdisciplinary project. Multiple research projects developed by faculty and student teams examine the potential for bio-based materials in architecture and construction. These projects are supported by the Jefferson Trust, the Environmental Resilience Institute, the 3Cavaliers program and more, and investigate a range of organic-based building materials, including hemp and timber waste, and their architectural applications. “Measuring Urban Sustainability in Transition” is a 5-year, multi-institution, $4.6M project funded through the NSF to measure urban sustainability in the Arctic. Lead by the School’s Arctic Design Group, research teams are investigating and proposing how community-defined indicators can assist policymakers in the redesign of built infrastructure in the Arctic region.
SNAPSHOTS

Coastal and Flooding Resilience
Research across the School
Researchers are addressing the impact of climate change on coastal and flooding-prone areas, with projects on Virginia’s Eastern Shore, coastal landscape management and preservation in the Chesapeake Bay region, flood mitigation in Southwest Virginia, shoreline protection in the Great Lakes area, and more.

New Associate Dean for Justice, Equity, Diversity and Inclusion In March 2022, the School announced the appointment of C.L. Bohannon, Ph.D., ASLA, as its first associate dean for justice, equity, diversity, and inclusion (AD JEDI), and a new member of the faculty in Landscape Architecture. A newly created role, the AD JEDI is a key member of the executive team and provides strategic leadership to frame and guide tangible, systemic change within the school, while participating in broader efforts of institutional transformation at UVA.

Graduate students nationally recognized for sustainable design proposals Two graduate students were awarded the 2022 AIA COTE Top Ten for Students Competition prize recognizing excellence in the development of “approach(es) to architecture, natural systems, and technology ... that protect and enhance the environment.”

Newly launched post-professional graduate degree in Urban Design The School of Architecture welcomes its first cohort of Master of Urban Design (MUD) students in fall 2022. The program uses an in-depth interdisciplinary and multiscalar approach to urban design. The post-professional degree, integrated with the School’s Next Cities Institute, is a 45-credit program with dual degree options in the School’s departments of architecture, landscape architecture, and urban and environmental planning.

BUDGETED SOURCES FY 2023

Total budgeted sources: $24,535,682

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

Figures are in thousands.

ENROLLMENT FALL 2021

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2021

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

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 2021-22

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Christa Davis Acampora, dean effective September 1, 2022

Christa Davis Acampora is the newly appointed Dean of the College and Graduate School of Arts & Sciences at the University of Virginia, effective September 1, 2022. Most recently, she served as Professor of Philosophy and Deputy Provost at Emory University. She was the chief deputy to the provost and a strategic thought partner for stewarding Emory’s academic mission. She supported faculty and leadership recruitment, faculty advancement, student flourishing, institutional development, and academic innovation, and she worked closely with the vice provosts and staff, deans, and other campus leaders to advance initiatives and implement strategic goals and objectives. She has led numerous projects that span the full spectrum of disciplines and professions, and she is a champion of public scholarship and community-engaged learning. Her philosophical research and teaching focus on modern European philosophy, moral psychology, and aesthetics. Read more about her online at https://news.virginia.edu/content/christa-acampora-named-dean-uva-college-and-graduate-school-arts-sciences

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 HIGHLIGHTS

Karen McGlathery, Environmental Sciences, received a five-year National Science Foundation (NSF) award of ($4.8M) for a project entitled Focused CoPe: Coastal Futures: Building Capacity for Data-driven Adaptation in Rural Coastal Communities. Tiffany King, Women, Gender and Sexuality, received a Mellon award to create a Black & Indigenous Feminist Futures Institute (BIIFF) ($616,670). Justene Hill Edwards, History, received two prestigious fellowships – a Mellon New Directions Fellowship ($262,000), and a Carnegie Corporation Fellowship ($200,000).

In addition, four A&S faculty members received prestigious NSF CAREER awards for early-career faculty with the potential to serve as academic role models in research and education:

Alan Bergland, Biology - ($1.2M)  Sen Zhang, Chemistry - ($616,080)  Adrienne Wood, Psychology - ($520,000)  Ben Hayes, Mathematics - ($400,000)
SNAPSHOTS

Student Engagement After an effective multi-year pilot program, the new College Curriculum completed its second year of adoption despite the challenges of the pandemic. The College Fellows have two new Co-Directors, Janet Spittler (Religious Studies) and Jim Coan (Psychology). Assessment studies show that students in Engagements courses find them engaging, challenging, and a highlight of their academic experiences. The College is working on expanding the Engagements model to accommodate all first year College students by the 2023-24 academic year.

Democracy Initiative The College, in partnership with UVA units across Grounds, continues to build on its Democracy Initiative—a research, teaching, and public engagement effort focused on urgent issues related to democracy worldwide. The new John L. Nau III History and Principles of Democracy Lab is now serving as the nucleus of the rotating Democracy Labs and special projects. The StoryCorps/One Small Step project kicked-off in fall 2021 to encourage dialogue across differences and fight increasing political polarization. The newly announced Karsh Institute of Democracy is bringing together and augmenting the work of several entities already dedicated to the study of democracy at UVA, including the Democracy Initiative.

US News & World Report Rankings
The Graduate School boasts five top-30 rankings. English was ranked at #11 nationally, with its “American literature before 1865” graduate program ranked #7; History was ranked in a tie for #18, with its U.S. Colonial History program ranked #4 nationally; Politics was ranked in a tie for #28; Psychology and Economics were both ranked in a tie for #30.

BUDGETED SOURCES FY 2023

Total budgeted sources: $401,283,254

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

Figures are in thousands.

ENROLLMENT FALL 2021

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2021

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

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 2021-22

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Ian H. Solomon, dean since 2019

Ian H. Solomon is dean of the Frank Batten School of Leadership and Public Policy, where he leads a multidisciplinary faculty of scholars and practitioners who are committed to creating new knowledge, developing ethical and effective leaders, and advancing solutions to humanity’s greatest policy challenges.

Trained as a lawyer, Dean Solomon is a devoted student and teacher of both negotiation and conflict resolution. After serving for four years in the U.S. Senate as legislative counsel to then-Senator Barack Obama, he was confirmed unanimously by Congress as the U.S. executive director for the World Bank Group under the Obama Administration, where he championed private-sector development in Africa and negotiated a range of multi-stakeholder agreements. He has also been a consultant with McKinsey & Company, an associate dean and visiting lecturer at Yale Law School, and a vice president and lecturer in law at the University of Chicago. Before joining the Batten School, he led his own international consulting practice focused on conflict and collaboration.

Now, as dean of the Batten School, he aims to cultivate the kind of effective leadership the world needs: curious, evidence-based, empathetic, and equipped to serve our diverse and rapidly changing world. Read more about Dean Solomon at batten.virginia.edu/people/ian-solomon.

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Arts in Public Policy and Leadership | Minor in Public Policy and Leadership | Minor in Social Entrepreneurship | 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

RESEARCH HIGHLIGHTS

A selection of Batten faculty research recognitions from the 2021-22 Academic Year: John Holbein received the Emerging Scholar Award from Elections, Public Opinion, and Voting Behavior, a section of the American Political Science Association, for his research on political participation and political inequality. Molly Lipscomb received UVA’s Public Impact-Focused Research Award for her work on environmental issues in developing countries and adaptation to lack of centralized health and sanitation services. Sophie Trawalter received the Batten School Faculty Research Award for her research on stress and coping responses to interracial contact, with a special interest in how people learn to thrive in diverse spaces. Trawalter’s research was published in Proceedings of the National Academy of Sciences, American Psychologist, and the Journal of Personality and Social Psychology. Craig Volden, with UVA co-author Rachel Augustine Potter, was awarded the Riccucci-O’Leary Award for Best Article on Diversity in a Public Management Research Conference Journal for their article “A Female Policy Premium? Agency Context and Women’s Leadership in the U.S. Federal Bureaucracy.”
SNAPSHOTS

Integrating Leadership & Public Policy
The Frank Batten School of Leadership and Public Policy is the only school in the world with a founding mandate to teach leadership and public policy. Our programs are defined by a multidisciplinary approach to problem-solving, rigorous quantitative and qualitative analytical training, experiential learning opportunities, and evidence-based decision-making.

World-Class Teaching & Research
Batten’s faculty of award-winning scholar-practitioners represent the sharpest minds in evidence-based policy and real-world practice. Batten research and public engagement – grounded in economics, political science, social psychology, public administration, and the practice of leadership – bridges theory, data, and practice to provide insights that transcend traditional disciplines and sectors. Our research centers – on social innovation, education, global policy, legislative effectiveness, and national security policy – are hubs for collaboration and impact.

Reinvigorating Our Democracy
Through the integration of research, teaching, and practice, the Batten School seeks to strengthen democracy – in local communities and around the world. We serve as a convener of dialogue, where the free exchange of ideas is encouraged with civility and respect. We are a trusted source of insights and ideas across all corners of the policymaking community. And we cultivate leaders imbued with an ethical and moral compass, committed to serving the greater good.

Excellence with Humanity
At home in one of the world’s great public universities, we are passionate about improving lives and solving humanity’s toughest policy challenges. We seek to attract a community as diverse in thought, experience, and background as the world we want to serve, and to bring them together in an intellectually courageous and collaborative environment that emphasizes curiosity, humility, and purpose. We are advancing new knowledge, new skills, and new solutions, cultivating “great and good” leaders for our common future.

BUDGETED SOURCES
FY 2023
Total budgeted sources: $25,711,827

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

Figures are in thousands.

ENROLLMENT
FALL 2021

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

Enrollment excludes 79 undergraduate students in the accelerated Master of Public Policy degree program.

FACULTY | STAFF
FALL 2021

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

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

The Batten School employs several faculty with joint appointments. These numbers represent only faculty with an administrative home in the Batten School.

DEGREES CONFERRED
2021-22

- Bachelor’s
- Master’s

Preliminary data pending final processing in August.
LEADERSHIP

Nicole Thorne Jenkins, John A. Griffin Dean of the McIntire School of Commerce since 2020

An award-winning educator and researcher, she is an expert in the areas of financial reporting, organizational strategy, and valuation. Jenkins joined the McIntire School in July of 2020 following her tenure as the Von Allmen Chaired Professor of Accountancy and Vice Dean of the Gatton College of Business and Economics at the University of Kentucky. As Vice Dean, Jenkins spearheaded a strategic planning process, developed and implemented the college’s first diversity, equity, and inclusion programmatic plan, and collaborated with faculty to design and launch both standalone and interdisciplinary academic programs. With bachelor’s degrees in both Accounting and Finance from Drexel University, Jenkins began her career in the audit department of PricewaterhouseCoopers (PwC). She received her PhD from the University of Iowa and served on the faculties of Washington University in St. Louis and Vanderbilt University. Jenkins is a certified public accountant, holding a certificate in leadership from Stanford Graduate School of Business, and is a former president of the Financial Accounting and Reporting Section of the American Accounting Association. She has published articles in numerous academic journals, is a sought-after speaker and business consultant, and serves as an expert witness in matters related to financial reporting, valuation, and estimation of damages. Currently, Jenkins serves on the Board of Governors of Beta Gamma Sigma, on the board of Strada Education Network, and on the board of the Montpelier Foundation. Read more about Dean Jenkins online at https://www.commerce.virginia.edu/dean

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 | M.S. in the Management of IT | M.S. in Business Analytics, offered in partnership with the Darden School of Business | Business Essentials Certificate

RESEARCH HIGHLIGHTS

Professor Suprateek Sarker was conferred an honorary doctorate from top European university Copenhagen Business School. Research by Professors Amanda Cowen and Nicole Montgomery was featured in The Wall Street Journal. Professor Kisha Lashley has been invited as a Visiting Associate Professor at Harvard Business School for the next academic year. Professor Bevin Etienne will join her in Boston as a Visiting Professor at Boston University. Professor Jingjing Li (and co-authors) won the Best Paper Award at the 2021 INFORMS Workshop on Data Science (http://2021.dsconf.cc/) for their paper titled “Responsible IS by Design: A Psychology-Informed Social Connection Recommender System for Mental Health.”
SNAPSHOTS

**Centennial Year** The McIntire School proudly celebrated its centennial anniversary in 2021, which was commemorated by the Virginia General Assembly during its 2022 session.

**Cutting-edge curriculum** McIntire launched the pan-University Center for Real Estate and the Built Environment, along with a new Real Estate Minor, as well as a Biotechnology Track (in the M.S. in Commerce Program).

**STEM designations** Five of McIntire’s six programs have STEM designations: B.S. in Commerce, M.S. in Commerce, M.S. in Accounting, M.S. in Business Analytics, and M.S. in MIT.

**Accolades** The undergraduate program was ranked No. 2 in the U.S. in 2021 by business education website Poets&Quants.

The M.S. in Commerce holds sixth place in The Economist’s 2021 worldwide MiM ranking and is listed as the top U.S.-based program.

McIntire’s innovative M.S. in Global Commerce Program was the highest recognized program with a U.S.-based campus on the Financial Times’ list of the world’s top master’s in management (MiM) programs in 2021. It earned high marks on QS World University Rankings for 2022 as the No. 9 MiM program in the world.

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**BUDGETED SOURCES FY 2023**

**Total budgeted sources:** $58,980,978

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

Figures are in thousands.

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**ENROLLMENT FALL 2021**

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

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**FACULTY | STAFF FALL 2021**

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

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 2021-22**

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August

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*Darden and the McIntire School of Commerce partner in the one-year M.S. in Business Analytics. While enrolled students benefit from the resources of both schools, students receive one UVA degree. In fall 2021, 51 students were enrolled in this program, and the Class of 2020 reported continued gains in salary and diversity of industries employing graduates.*
School of Continuing and Professional Studies

LEADERSHIP

Cynthia Reed is the interim Dean of the School of Continuing & Professional Studies, appointed in May 2022

Cynthia Reed has served SCPS for over 20 years, most recently as Associate Dean for Administration, working tirelessly to advance the School’s mission and support its students. Reed is serving as interim dean while the national search for a permanent dean is underway. The new, permanent dean is expected to be named in 2022. Reed led the early effort to launch the Masters in Public Safety, improved SCPS’s financial strength, formed numerous academic partnerships, made significant operational improvements in many departments, helped develop the School’s faculty policy and promotion process, and shepherded the School through a number of system implementations, including the on-going Workday Financials implementation. Prior to joining SCPS, Reed spent 10 years in the University’s Budget Office and previously worked in corporate accounting. Read more about her at scps.virginia.edu/about/meet-the-dean/

DEGREES AWARDED AND MAJORS OFFERED


MISSION

SCPS helps working adults finish their degrees and advance in their careers. The School offers a variety of online programs designed for part-time, non-residential students who need another path to a great education. Whether it is helping a student complete their bachelor’s degree after life took them in a different direction, or partnering with the College of Arts & Sciences to create new programs such as UVA Edge and UVA Launchpad, the School helps students through life’s biggest moments. SCPS’s mission is also deeply rooted in service to the Commonwealth. Early in its history, the School loaded rail cars with books and brought the library to remote corners of the state. Today, SCPS reaches beyond Grounds to bring high-quality, accessible, and affordable education to all Virginians.
SNAPSHOTS

UVA Strategic Plan In June 2019, the Board of Visitors endorsed President Ryan’s draft strategic plan, which includes a priority to greatly expand educational opportunities for working adults – especially the 1.1M Virginians with some college and no degree. As part of this priority, SCPS will scale its bachelor’s completion and certificate programs.

Bachelor of Interdisciplinary Studies In the 2020-21 academic year, a record 111 students began the Bachelor of Interdisciplinary Studies program, which helps nontraditional students finish their degrees. Students in UVA’s BIS program also complete their degrees at a rate that’s more than double the national average for similar programs.

Access SCPS In 2020, SCPS partnered with the College to create UVA Launchpad for students whose summer experiences were disrupted by COVID. In 2021, the same partnership produced UVA Edge, the University’s first program designed for adult learners who want to make a start toward a degree and build new job skills.

Student Testimonial… or Why We Do What We Do

“The program has been extremely challenging, but also thought-provoking. It’s called for us to think outside of the box and think about policing from a different perspective.”
- Frank Carpenter, MPS ’22

“SCPS ended up being the one consistent thing I had during COVID. It was something I knew I could rely on, and they were always wonderful and accommodating.”
- Carla Hallman, BIS ’22

BUDGETED SOURCES FY 2023

Total budgeted sources: $15,284,062
- Tuition
- University support
- Grants, contracts and F&A

Figures are in thousands.

ENROLLMENT FALL 2021-22

Degrees Certificates Partnered Programs

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2021

Faculty, general/NTT Staff

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 2021-22

Bachelor’s Master’s

Preliminary data pending final processing in August
LEADERSHIP

Stephanie Rowley, dean since 2022  
and William R. Kenan Jr. Professor Of Education

An accomplished educator and leader, Stephanie Rowley, Ph.D., has dedicated her career to teaching and mentoring with a deep commitment to student and organizational success. Rowley joined the University of Virginia in July 2022 from Teachers College at Columbia University, where she served as Provost, Dean, and Vice President for Academic Affairs. Her many accomplishments there included advancing research and teaching support for faculty, advancing interdisciplinary collaboration, and strengthening graduate student life and development.  

Rowley’s research explores how parents’ attitudes toward race and gender, and their own social experiences influence their children’s motivation in school. Most recently, she undertook a longitudinal study of African American parents’ beliefs about STEM disciplines and how those beliefs affect middle school youth. Her work has been continuously funded by the National Science Foundation. Nationally, she currently serves on the Governing Council for the Society for Research and Child Development and the Ethics Committee of the American Education Research Association. Rowley has won numerous awards for her research, teaching, and service. Among her most valued awards have been those received for her outstanding mentoring of students. Read more about Dean Rowley online at education.virginia.edu/deanrowley

DEGREES AWARDED

Bachelor of Science in Education | Master of Teaching | Master of Education | Master of Science Athletic Training | Education Specialist | Doctor of Education | Doctor of Philosophy - Clinical and School Psychology | Doctor of Philosophy - Education

RESEARCH HIGHLIGHTS

$46.2M in sponsored research this fiscal year to date, including nearly $32M in contracts with the Virginia Department of Education to support their work in advancing programs in school mental health, early education, literacy, and teacher effectiveness. Home to four research centers: The Center for Advanced Study of Teaching and Learning, EdPolicyWorks, Youth-Nex Center to Promote Effective Youth Development, and the Center for Race and Public Education in the South, as well as the Supporting Transformative Autism Research (STAR) project. With six federally funded training grants totaling more than $14M, school faculty prepare predoctoral and postdoctoral fellows for research careers in education science, including in autism spectrum disorders and special education.
SNAPSHOTS

Inclusive Excellence Since the launch of the Office of DEI in August 2020, the team has enhanced school-wide programs and initiatives in DEI accountability, effectiveness, and collaboration, including the DEI Collective Professional Learning Services, DEI Faculty Committees, Student Advisory Board and ODEI Affinities Gathering, DEI Small Grants program, the Beyond the Common Read program, and BIPOC alumni programming.

Simulation Science and Virtual Modeling What began as a pilot program in 2016 to offer additional classroom management training for pre-service teachers has expanded into a school-wide effort providing hours of meaningful practice for a variety of professions in education and human development. The Simulation Lab ran over 2,000 simulations in the 2021-2022 academic year supporting more than 20 courses, three research studies, and 550 students.

Online Programs Since 2017, online courses and degrees have seen significant growth – with course enrollments increasing 160% in 2021. Rankings reflect not just the programs’ popularity, but their success in engaging students in meaningful work that prepares them for career advancement. In the latest survey of online master’s program alumni, 88% (n.79) of graduates reported receiving a raise or promotion within six months of graduation.

Addressing Virginia’s Teacher Shortage Teacher Education offers several pathways to teacher licensure, increasing access to the profession to students across Virginia. Enrollments have increased by 53% from 2017 to 2021. The inaugural cohort of undergraduate majors graduated in May 2022. Partnerships with community colleges have led to a 38% increase in transfer applications since the program launched.

Ranked #8 Online Graduate Ed School & #17 Graduate Education School by US News, with four programs ranked in the top 10. #13 Global in Education by Shanghai Ranking.

BUDGETED SOURCES FY 2023

Total budgeted sources: $91,058,078

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

Figures are in thousands.

ENROLLMENT FALL 2021

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2021

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

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 2021-22

- Bachelor's
- Master's
- EDS
- Doctorates

Preliminary data pending final processing in August.
LEADERSHIP

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

Scott C. Beardsley serves as the ninth dean of Darden. Motivated by Darden’s mission to improve the world by inspiring responsible leaders through unparalleled transformational learning experiences, Beardsley has established a bold vision and strategy for the School and has led innovations and advancements on multiple dimensions, including program innovation, fundraising and talent recruitment. In 2020, Poets & Quants named Beardsley Dean of the Year for his leadership, compassionate approach to the pandemic and test flexibility, noted as one of the business school “innovations of the decade.” Beardsley teaches graduate courses in strategy, leadership, global business, and general management. He wrote about the rise of nontraditional leaders in academia in his 2017 book, Higher Calling (UVA Press). Prior to Darden, Beardsley spent 26 years at McKinsey & Co., serving most recently as senior partner and an elected member of McKinsey’s global board of directors. Read more about Dean Beardsley at darden.virginia.edu/about/deans-office/about

DEGREES AWARDED AND MAJORS OFFERED

Master of Business Administration (MBA) awarded through three formats: the Full-Time MBA based in Charlottesville and the Executive MBA and new Part-Time MBA based in Rosslyn | Darden partners with Schools around the University to offer many dual degrees: JD/MBA, MD/MBA, MSDS/MBA, M.Ed/MBA, MPP/MBA, MPH/MBA, MA in East Asian Studies/MBA, MA in Government or Foreign Affairs/MBA, M.Eng/MBA, M.Nursing/MBA | Career Track Concentrations include: Asset Management/Sales and Trading, Corporate Finance/Investment Banking, Entrepreneurship, Management Science Specialization, Marketing, Strategy Consulting, and Supply Chain Management. Theme Track Concentrations include: Corporate Innovation, Business Development and Growth, Business Analytics, Innovation for Sustainability, and Global Business.

RESEARCH HIGHLIGHTS

Darden’s research Centers of Excellence include: the Batten Institute, which supports entrepreneurship, technology and innovation, the Institute for Business in Society, and the Richard A. Mayo Center for Asset Management. The new Sands Institute, created in 2020 and named for Sands Capital Founder Frank M. Sands (MBA ’63), spurs innovation in degree, non-degree and online offerings, while the Sands Professorship Fund supports 12 faculty chairs to boost pedagogical innovation and engagement with practice. Darden faculty research and ideas are highlighted in Darden Ideas to Action, including a new collection on managing and learning from the coronavirus pandemic and an expanded collection on diversity, equity and inclusion — topics also covered in new courses for Darden’s degree and non-degree programs.
SNAPSHOTS

Student Experience  After receiving record applications, Darden welcomed in August 2021 a class that set records for excellence and diversity, including 351 Full-Time MBA students based in Charlottesville and 138 Executive MBA students and 51 Master of Science in business analytics (MSBA*) students based at UVA Darden DC Metro. During the pandemic, Darden was one of the only top graduate business schools to remain open and in-person.

Class of 2021 Full-Time MBA graduates achieved the highest average starting salary in school history for the fifth year in a row. The Class of 2022 secured 100% internship placement.

Faculty  Darden continues to invest in the next generation of faculty and welcomed nine new professors in the 2021-22 academic year. In the last 10 years, Darden has hired over 50 new faculty members.

Inclusive Excellence  Darden continues to advance diversity, equity and inclusion, focused on “entry,” “experience” and “engagement” as alumni. A working group and cabinet advance both Darden and business leadership in racial equity, while a new Women@Darden initiative focuses on gender equity.

Recognition  Darden’s MBA was named No. 1 among public universities (Bloomberg Businessweek, 2019), No. 1 MBA education experience in the U.S. (The Economist, 2011-19, 2022) and No. 1 Faculty (The Economist, 2011-19, 2022 and The Princeton Review, 2017-21).

Resources  Darden’s Powered by Purpose campaign, through May 2022, has raised over $367M (excluding matching and Darden Jefferson Scholars funds) toward the campaign goal of $400M to benefit faculty and thought leadership, students and student experience, the Darden Annual Fund, and the Darden Grounds Master Plan – which includes the construction underway of a new hotel and conference center that will open in spring 2023 and be operated by Kimpton.

BUDGETED SOURCES FY 2023

Total budgeted sources: $124,459,212

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

Figures are in thousands.

ENROLLMENT FALL 2021

- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2021

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

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 2021-22

- Master’s
- Doctorates

Preliminary data pending final processing in August

*Darden and the McIntire School of Commerce partner in the one-year M.S. in Business Analytics. While enrolled students benefit from the resources of both schools, students receive one UVA degree. In fall 2021, 51 students were enrolled in this program, and the Class of 2020 reported continued gains in salary and diversity of industries employing graduates.
LEADERSHIP

Philip E. Bourne, Stephenson Dean since 2019
and Professor of Data Science and Biomedical Engineering

Philip E. Bourne is the founding dean of the School of Data Science, the newest and 12th school to be formed in the University’s 200-year history. He is a world-renowned biomedical and data science researcher who has published over 350 papers and five books, launched four companies, received numerous awards, and been elected as a fellow to multiple scientific societies. He was the first associate vice chancellor for innovation and industrial alliances at the University of California San Diego and the first associate director for data science at the National Institutes of Health. As dean of the School of Data Science, Bourne is leading an effort to create a new kind of school — a school “without walls,” defined by interdisciplinary collaboration and open scholarship. The School is guided by common goals: to further discovery, share knowledge and make a positive impact on society through collaborative, open and responsible data science research and education. Founded in 2019 through a $120M gift, the largest in UVA history, the School is positioned to play an integral leadership role in the global digital future. The School joins other departments across UVA, the community, industry, government and non-profit organizations to use data science to advance cutting-edge research and support the common good. Read more about Dean Bourne at https://datascience.virginia.edu/people/phil-bourne

DEGREES AWARDED AND MAJORS OFFERED

M.S. in Data Science (residential and online), Ph.D. in Data Science

RESEARCH HIGHLIGHTS

The School of Data Science is committed to establishing a vibrant research program and is hiring a diverse faculty specializing in biomedical, environmental, humanities-based and education-based data science, as well as business analytics and cybersecurity. The start of the Ph.D. in Data Science in the fall of 2022 will further enrich research activities, much of which is done in collaboration with other schools. Data Science research demands open scholarship and agreement within the School’s community to make research products — data, software, and protocols — free to all and in alignment with FAIR principles (Findable, Accessible, Interoperable and Reusable). Student research projects range from text analysis of U.S. presidential campaign speeches to understanding how social media can be used to predict mass protest movements, from studying health disparities to predicting motor vehicle accidents, and much more. In 2022, the School of Data Science launched the Data Justice Academy, a summer undergraduate research program for students from historically Black colleges and universities. The School actively supports the Charlottesville chapter of Code for America. Through our data activist in residence, we are also studying police surveillance and criminal justice in our local community.
SNAPSHOTS

New School, New Space  The School of Data Science broke ground on its new building in fall of 2021. Located at the intersection of Emmet and Ivy, the building will sit at the gateway of UVA’s new Discovery Nexus and will open in the spring of 2024. Capital One’s Center for Machine Learning recognized the current and future work of the School with a $2M gift toward the new building. SoSo Limited has been commissioned to create a living data science art exhibit for the new space, which links the School to UVA and the greater community.

Planned Degree Programs  In addition to launching the undergraduate minor — which now comprises 300 students — in 2020 and a Ph.D. in Data Science in 2022, the School plans to start a bachelor’s degree in data science in fall 2024.

Diversity, Equity and Inclusion  SDS hired its first associate dean of DEI in July of 2021, an expression of the School’s commitment to supporting UVA’s inclusive excellence initiative; the School’s Inclusive Excellence Plan is nearing completion. In 2022, the School of Data Science launched the Data Justice Academy, a summer undergraduate research program for historically underrepresented students in data science from 11 schools, including several Minority Serving Institutions. The School will continue to grow its diverse faculty roster and plans to hire 10-15 new teaching and research faculty per year over the next few years.

BUDGETED SOURCES FY 2023

Total budgeted sources: $15,078,691

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

Figures are in thousands.

ENROLLMENT FALL 2021

Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2021

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

The School of Data Science employs several faculty with joint appointments. These numbers represent only faculty with an administrative home in Data Science.

DEGREES CONFERRED 2021-22

- Master’s

Preliminary data pending final processing in August
LEADERSHIP

Jennifer L. West, Ph.D., NAE, dean since 2021

Dean West’s formidable record of accomplishments spans 25 years as a transformational researcher, award-winning teacher and mentor, inventor, and entrepreneur. Her research focuses on the use of biomaterials, nanotechnology and tissue engineering, applying engineering approaches to studying biological problems and solving unmet medical needs, particularly in the fight against cancer. Dean West came to UVA from Duke University’s Pratt School of Engineering, where she was the Fitzpatrick Family University Distinguished Professor of Engineering and Associate Dean for Ph.D. Education, with appointments in biomedical engineering and mechanical engineering and materials science. She is a member of the National Academy of Engineering and the National Academy of Inventors, with 19 patents that have been licensed to eight different companies. One company, Nanospectra Biosciences Inc., co-founded by West, is running human clinical trials of a cancer therapy she invented. Her priorities as Dean of Engineering at UVA include building upon the school’s research trajectory, increasing research and experiential opportunities for students, ensuring a clear path to entrepreneurship for faculty and students, improving infrastructure and expanding space. Read more about Dean West online at engineering.virginia.edu/about/meet-dean-west

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Science: Aerospace Engineering | Biomedical Engineering | Chemical Engineering | Civil Engineering | Computer Science | Computer Engineering | Electrical Engineering | Engineering Science | Materials Science and Engineering | Mechanical Engineering | Systems Engineering

Bachelor of Arts: Computer Science (Partners with Arts & Science)


RESEARCH HIGHLIGHTS

UVA Engineering is a partner with UVA Health on the launch of the Focused Ultrasound Cancer Immunotherapy Center, the world’s first center dedicated to advancing a focused ultrasound and cancer immunotherapy treatment approach that could revolutionize 21st-century cancer care. Dr. Richard Price, the Lawrence R. Quarles Professor of Biomedical Engineering, is co-director of the new center. UVA Engineering is leading a network of Virginia universities, in partnership with the Virginia Department of Elections, on an innovative educational program to train future cybersecurity professionals to protect election infrastructure. The program is called Virginia Cyber Navigator and is funded by a division of the National Security Agency. UVA Engineering computer science faculty from UVA’s Biocomplexity Institute are helping lead a $20M national effort to leverage artificial intelligence for more sustainable agriculture and resilient food supply systems.
SNAPSHOTS

Mission UVA Engineering’s mission is to make the world a better place by creating and disseminating knowledge and by preparing engineering leaders to solve global challenges.

Research Leadership UVA Engineering’s sponsored research funding increased by 95% between FY16 and FY21. We focus on three critical areas of societal challenge: engineering for health; engineering for the cyber future; and engineering technologies for a sustainable world.

Faculty Success A record number of UVA Engineering faculty – eight in 2021-2022 – earned National Science Foundation CAREER awards, the NSF’s most prestigious awards for early-career faculty, recognizing their potential for leadership in research and education. In addition, Craig Meyer, professor of biomedical engineering, radiology and medical imaging, was elected to the National Academy of Inventors for his contributions to MRI technology. Assistant professors Shannon Barker (biomedical engineering) and Nada Basit (computer science) earned All-University Teaching Awards. And multiple faculty members advanced their entrepreneurial ventures, including chemical engineering associate professor Bryan Berger earning the Charlottesville Business Innovation Council’s Innovator of the Year award; biomedical engineering professor Kimberly Kelly’s company, Zielbio Inc., entering human clinical trials for its novel cancer-fighting drug; and EverActive, a company cofounded by electrical and computer engineering professor Benton Calhoun, earning Fast Company’s 2022 World Changing Ideas Finalist.

Student Success Forty-two students were offered inaugural Dean’s Undergraduate Summer Research Fellowships this year. Eight graduate students and two graduating fourth-year students at UVA Engineering received National Science Foundation Graduate Research Fellowship Program awards for 2022.

BUDGETED SOURCES FY 2023

Total budgeted sources: $206,539,719

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

Figures are in thousands.

ENROLLMENT FALL 2021

Undergraduate 3,002
Graduate 1135

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2021

- Faculty, general/NTT 76
- Faculty TTT 162
- PRS 187
- Staff 68

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 2021-22

- Bachelor’s 730
- Master’s 191
- Doctorates 102

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 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. Goluboff is the author of two award-winning books: “The Lost Promise of Civil Rights” and “Va-grant Nation: Police Power, Constitutional Change, and the Making of the 1960s,” which was supported by a 2009 John Simon Guggenheim Foundation Fellowship in Constitutional Studies and a 2012 Frederick Burkhardt Residential Fellowship from the American Council of Learned Societies. She is a member of the American Academy of Arts and Sciences and the American Law Institute. In 2008, she 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. Goluboff also holds appointments as Professor of History in the Corcoran Department of History, Faculty Affiliate at the Carter G. Woodson Institute for African-American and African Studies, and Faculty Senior Fellow at the Miller Center. She is vice chair of the advisory board for the UVA Karsh Institute of Democracy. Goluboff is the co-host of the UVA Law podcast “Common Law.” Before 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. Read more about Dean Goluboff at https://www.law.virginia.edu/goluboff

DEGREES AWARDED AND MAJORS OFFERED

Juris Doctor | Master of Laws | Doctor of Juridical Science

RESEARCH HIGHLIGHTS

Faculty have received recognition this year for their scholarship in legal theory, international law, corporate law, foreign affairs, privacy law, national security, and law and religion. Professor Megan Stevenson and a team of collaborators recently received a $200,000 grant from the Laura and John Arnold Foundation to study the hidden long-term effects of incarceration. Professor Payvand Ahdout won the Yale Law Journal’s Emerging Scholar of the Year Award. Faculty also put their research to work for the greater good: Professor Rachel Harmon co-authored an American Law Institute project called Principles of the Law, Policing; Professor Mitu Gulati’s scholarship on Haiti’s odious debt was highlighted in a New York Times feature series; and Professor Saikrishna Prakash was part of an American Law Institute project exploring reforms to the Electoral Count Act.
SNAPSHOTS

Highly Ranked  The Law School is No. 8 in *U.S. News & World Report*’s annual law school ranking released in March 2022. The 2022 Princeton Review rankings rated the Law School No. 1 in Best Professors, Best Quality of Life and Best Classroom Experience; No. 3 in Best Career Prospects; and No. 4 in Best for Federal Clerkships. Above the Law ranked the Law School No. 2 in its 2022 law school rankings, which focus on employment outcomes.

Career Success  According to American Bar Association data, the School of Law’s Class of 2021 is No. 4 in obtaining what Law.com calls “elite” jobs — jobs at law firms with more than 500 lawyers, or federal clerkships. The school is No. 4 in the percentage of graduates from the classes of 2018-21 going directly to federal clerkships, and No. 5 in Supreme Court clerkships from 2007-2021. This year the Law School substantially increased funding for both postgraduate fellowships and summer grants, strengthening paths to public interest careers. The Class of 2021 had a 98.1% employment rate at graduation, No. 6 in the country.

Faculty Hiring  Over the past three years, the School of Law has hired 22 tenured-line faculty members, including high-profile scholars in privacy law, corporate law, family law, legal theory and more, spurring a wave of responses on Twitter from other law faculty nationwide.

Honor the Future  The Law School has raised more than $343M toward its $400M goal for the Honor the Future campaign. The campaign focuses on scholarships, loan forgiveness for graduates pursuing public service careers, professorships, programs and curricular initiatives, unrestricted gifts, and diversity and access across many dimensions.

Distinction in the Academy  Including UVA President Jim Ryan, the Law School has 9 members of the American Academy of Arts and Sciences and 32 members of the American Law Institute.

BUDGETED SOURCES
FY 2023

Total budgeted sources: $93,415,482

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

Figures are in thousands.

ENROLLMENT
FALL 2021

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF
FALL 2021

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

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
2021-22

- Master’s
- Doctorates
- Juris Doctor

Preliminary data pending final processing in August.
LEADERSHIP

Dr. Melina R. Kibbe, dean since 2021

A nationally known vascular surgeon and educator and the former Chair of the Department of Surgery at the University of North Carolina (UNC), Melina R. Kibbe, MD, is Professor of Surgery and Professor of Biomedical Engineering, without term. Dr. Kibbe previously served as Vice Chair of Research in the Department of Surgery and Deputy Director of the Simpson Querrey Institute for BioNanotechnology at Northwestern University. She is board certified in general and vascular surgery and is RVT and RPVI certified by ARDMS. Dr. Kibbe’s research interests focus on developing novel therapies for patients with vascular disease while simultaneously studying the mechanism of how these therapies impact the vascular wall. Her research was recognized by President Obama with the Presidential Early Career Award for Scientists and Engineers in 2009.

A member of the National Academy of Medicine and the American Society for Clinical Investigation, Dr. Kibbe is the Editor-in-Chief for JAMA Surgery and has served as president for the Association for Academic Surgery, the Midwestern Vascular Surgical Society, the Association of VA Surgeons, and the Surgical Biology Club II. She is co-founder and Chief Medical Officer of VesselTek BioMedical, LLC, which specializes in the development of medical devices to treat vascular disease.

Read more about Dean Kibbe online at https://med.virginia.edu/about-uva-som/about-the-dean/

DEGREES AWARDED AND MAJORS OFFERED

The UVA School of Medicine was founded in 1819 and is the 10th oldest medical school in the United States. It 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 degree programs including MD/PhD, MD/MPH, MD/MSDS, MD/JD, MD/MBA, MD/MSCR.

RESEARCH HIGHLIGHTS

Dr. Shannon Moonah won the Hartwell Biomedical Research Awards for infectious disease studies.

Jochen Zimmer, PhD won the Howard Hughes Medical Institute (HHMI) Awards for Molecular Physiology and Biomedical Physics.

UVA continues to lead in the study of ImmunoMedicine in Cardiovascular disease; Dr. Luisa Sequeria-Lopez had a breakthrough discovery in understanding the body’s monitoring of hyper and hypotension following 60 years of research in this field.

Dr Colleen McNamara was awarded a P2PE iPRIME award of $5.5M to study Immunology and Informatics in cardiovascular disease.

Cancer prevention and treatment remain one of our enduring areas of extensive research. The UVA Cancer Center is an NCI designated Cancer Center – the only one in the state of Virginia.
SNAPSHOTS

Clinical With 21 clinical departments and 854 physicians, the School’s Pediatrics program was ranked first in the state by US News and World Report and was named the 42nd best hospital in the country by Newsweek magazine.

Research With over $235M in total research dollars and $148M in NIH research awards, the School of Medicine’s research program is ranked 30th in Research by US News and World Report and 42nd in the nation by NIH Blue Ridge. This robust program has included 17 members of the National Academy of Medicine and is supported by 249 NIH-funded investigators.

Education The 156 medical students entering last year had an average 3.86 undergraduate GPA and scored in the 96th percentile on the MCAT. Our graduating students matched at a 98% rate, joining some of the most prestigious residency programs in the country. UVA residency programs continue to rank nationally with our Internal Medicine (#22) and Surgery (#23) programs ranked among the nation’s best by US News and World Report, while 16 of our residency programs were ranked in the top 50 and four in the top 25 by Doximity.

Community 168 faculty and student volunteers from the School of Medicine support the local Charlottesville free clinic, and we have recently established a consult service for the Charlottesville area homeless. In partnership with the hospital, the School of Medicine is a major contributor to $273M in charity care provided annually in our communities.

Faculty With over 1260 faculty directly supporting our missions, the UVA School of Medicine’s faculty are highly experienced and committed clinicians, researchers, and educators. Our faculty celebrated a banner year, with 97 faculty approved for promotion or tenure. The 95.1% promotional success rate and a departure rate of 6.6%—well below the AAMC rate of 9.6%—are promising indicators of a productive future for the School of Medicine.

BUDGETED SOURCES FY 2023

Total budgeted sources: $599,266,292

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

Figures are in thousands.

ENROLLMENT FALL 2021

- Graduate
  Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2021

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

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 2021-22

- MD
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Dean Marianne Baernholdt, PhD, MPH, RN, FAAN, dean since 2022

Dean Baernholdt—who served at UVA as associate professor, Global Initiatives’ director, and director of the School of Nursing’s Rural and Global Healthcare Center between 2005 and 2014—has dedicated her career to teaching and mentoring students and junior faculty and is a leading scholar of care quality and safety whose work has emphasized factors affecting health in rural and global environments. Before becoming dean, Baernholdt was director of the University of North Carolina’s Pan American Health Organization/WHO Collaborating Center in Quality and Safety Education in Nursing and Midwifery, a former U.S. representative for the International Council of Nurses’ steering group for rural and remote nursing, and earned degrees from the University of Pennsylvania, Columbia, Pace, and the Bispebjerg School of Nursing in her native Denmark. Dean Baernholdt becomes the School of Nursing’s seventh dean in August 2022.

DEGREES AWARDED

Bachelor of Science in Nursing (traditional BSN, RN to BSN) | Master of Science in Nursing (seven specialty tracks, including the Clinical Nurse Leader master’s) | Doctor of Nursing Practice (two pathways: a BSN to DNP and an MSN to DNP) | Doctor of Philosophy in Nursing

RESEARCH HIGHLIGHTS

SNAPSHOTS

Top-Ranked and Trailblazing
Home to America’s No. 10 BSN, Virginia’s No. 1 nursing program, and ranked among the top 2% of U.S. graduate programs (US News & World Report, 2023)

Respectfully Engaged at Home and Around the World
Embedding in communities from Roatan to Rwanda—as caregivers, educators, health and wellness screeners, and global research assistants — nursing students and faculty are emissaries of the School’s commitment to sustained, respectful partnerships.

A Diverse Destination
UVA-educated nurses increasingly reflect the communities they serve: nearly half of the incoming BSN class of 2026 are nonwhite and one-third are first-generation students; the CNL class of 2024 is one-third non-white, 20% male, and one-fifth first-generation students.

Programs Working Nurses Need
In 2021-22, more than 2,600 healthcare professionals earned CE credits through the School, and the executive format RN to BSN program is now offered at three learning sites across Virginia: in Fairfax, Richmond, and Charlottesville.

Building Transfer-In Options
Thanks to a transformative $20M gift, there are two new pathways for students to earn a BSN: a Two-Year Accelerated Transfer and a Three-Year Transfer program, cohorts that will increase the School’s undergraduate enrollment by nearly one-quarter.

BUDGETED SOURCES
FY 2023
Total budgeted sources: $30,902,126

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

Figures are in thousands.

ENROLLMENT
FALL 2021

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF
FALL 2021

- Faculty, general/NTT
- Faculty TTT
- Staff

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
2021-22

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August.
LEADERSHIP

Donna P. Henry, PhD, chancellor since 2013

Donna Price Henry is the College at Wise’s eighth Chancellor. She is responsible for leading UVA Wise and its constituents in fulfilling its mission of student success and service to Southwest Virginia and the Commonwealth. Key initiatives under Henry’s leadership include recruiting and retaining faculty through more competitive salaries; securing and filling endowed professorships; establishing a student advising corps to improve first year retention; partnering with UVA on a joint admissions program for wait-listed students; and expanding access for students throughout the Appalachian Region by offering reduced tuition at near-in-state rates. She has supported efforts in expanding students’ experiential learning opportunities such as paid internships, research fellowships and study abroad. A biologist with extensive experience in higher education, Chancellor Henry spent 16 years in a variety of positions at Florida Gulf Coast University (FGCU) where she was a founding faculty member and served as Dean of the College of Arts and Sciences. Read more about Chancellor Henry online at https://www.uvawise.edu/about/leadership.

DEGREES AWARDED AND MAJORS OFFERED


REGIONAL OUTREACH

UVA Wise has been selected by the GO Virginia Region One council to serve as the coordinating entity for regional entrepreneurship ecosystem building. Along with partners engaged in Opportunity SWVA, a network of small business and entrepreneurship support organizations, UVA Wise has launched the Coalfield’s first coworking space and is currently launching the region’s first startup accelerator.

As the support organization for GO Virginia Region One, UVA Wise has supported eight grant projects in the amount of $1.6M in FY22. Since the inception of GO VA in 2017, the College at Wise has supported 31 approved regional grant projects for a total of $8.2M.
A College for a Lifetime strategic plan launched in 2021 with five key pillars that aim to equip students and graduates with professional skills necessary to enter a continually evolving workforce. It seeks to improve college enrollment, retention and graduation while enhancing academic offerings to meet market demands as well as investing in faculty and staff recruitment and retention.

Within Reach is a financial aid program which eliminates college tuition and fees for qualified students whose families earn $40,000 or less. It complements a strong record on affordability and access at the College. UVA Wise maintains the third lowest tuition and fees in the Commonwealth. The College has also been recognized for graduating students with low debt.

Innovate2eleVAte provides full-time students, faculty and staff with iPads, Apple pencils, and keyboards. College-wide access to the devices has immediately leveled the playing field and closed the digital divide between students who have the means to purchase a computer and those who do not. The college community now shares a common platform for learning and teaching.

UVA and UVA Wise Partnership in Nursing Education: UVA’s School of Nursing and UVA Wise have developed a unique partnership to offer the Family Nurse Practitioner (FNP) program to UVA Wise students and the region. It seeks to address the critical health care need and existing shortage of skilled care providers in Southwest Virginia. The program has been funded by the Commonwealth of Virginia.

UVA Wise Innovation Ecosystem: UVA Wise is the birthplace and hub for the “Wise Innovation Ecosystem,” which seeks to foster a culture of innovation and entrepreneurship. The College’s off-campus Oxbow Center in St. Paul, Virginia serves as a working incubation center for innovative employers, and an ecological outpost supporting research on the adjacent biodiverse Clinch River.

SNAPSHOTS

BUDGETED SOURCES FY 2023

Total budgeted sources: $72,322,356

- Tuition
- State Appropriations
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands.

ENROLLMENT FALL 2021

Degree Seeking
Non-Degree Seeking

Non-Degree Seeking students are enrolled in courses leading to professional licensure or recertification.

FACULTY | STAFF FALL 2021

Staff and General Faculty
Faculty
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 2021-22

Bachelor of Arts
Bachelor of Science
Bachelor of Science in Nursing

DEGREES CONFERRED 2021-22

Bachelor of Arts
Bachelor of Science
Bachelor of Science in Nursing
LEADERSHIP

Gregory Fairchild, Dean and CEO of UVA | Northern Virginia since September 2021

Gregory Fairchild is the Dean and CEO of UVA | Northern Virginia. He is also Isidore Horseen Research Professor of Business Administration at the University of Virginia’s Darden School of Business and associate dean for Washington, D.C., area initiatives. Since 2001, he has taught strategic management, entrepreneurship, and ethics in Darden’s MBA and Executive Education programs. He has received several awards for teaching excellence at the Darden School and was named in 2018 as Poets & Quants MBA Professor of the Year.

Read more about Dean Fairchild at https://www.darden.virginia.edu/faculty-research/directory/gregory-fairchild.

SNAPSHOTS

Mission The expansion of a UVA | Northern Virginia presence is featured in UVA’s 2030 Plan as part of “Broadening Our Horizons,” in order to “increase our impact by growing our research footprint, reaching more learners, and developing new partnerships.” The facilities and programming are designed to create symbiosis between UVA and the Northern Virginia metropolitan area, and offer academic programming that meets the learning and skill-building needs of professionals in the Northern Virginia region, including technology, government, policy, education, and engineering.

Concept UVA | Northern Virginia will leverage the diverse and leading resources of faculty and centers from across Grounds. Programming will feature all learning modalities – in-person, online, and hybrid instruction – and lead with a “One UVA” ethos, which emphasizes UVA as a university with a united presence in Northern Virginia but also underscores each entity’s unique qualities. Programming will include a range of educational offerings – professional master’s degrees, executive education programs, and certificate programs – integrating global private and public sector leaders with individual learners.

Strategy UVA | Northern Virginia unit collaborates with teams from across Grounds to launch and deliver programs. In its inaugural year, staff are building awareness of the UVA | Northern Virginia expansion, engaging alumni, and conducting outreach to both Charlottesville-based faculty and researchers and Northern Virginia businesses, government agencies, and global NGOs.

Facilities UVA is finalizing a lease for the new UVA | Northern Virginia grounds. This facility will be in Fairfax, VA, with proximity to the UVA Health Inova campus and serving Washington, D.C. and southern Maryland. The new facility will take 18-20 months until occupancy and should reach full occupancy in 2024.

Staff Beyond the dean, there is an inaugural leadership team – an executive director and two business development directors – hired in mid-February 2022. As programs grow, additional staff will be added.

Degree Programs Initial partners include the School of Engineering and Applied Science, the Darden School of Business, School of Continuing and Professional Studies, and the School of Education and Human Development. NOVA is also working to develop non-degree educational programs with governmental and corporate partners, including Amazon, GEICO, and the federal Office of Personnel Management. Additional offerings include summer programs for K-12 students and extending existing UVA 4+1 degree programs to offer the terminal year (+1) in Northern Virginia.
LEADERSHIP

John M. Unsworth, dean since 2016 and professor of English

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. Unsworth is widely recognized as a pioneer in digital humanities, and was also the first director of UVA’s Institute for Advanced Technology in the Humanities. Before his return to UVA, he served in similar roles at Brandeis University and at the Graduate School of Library and Information Science at the University of Illinois Urbana-Champaign. Read more about Dean Unsworth at at.virginia.edu/UnsworthBio

FACULTY | STAFF

30 administrative or professional faculty (Dean John Unsworth is tenured faculty) and 175 staff. The Library also normally employs more than 300 student assistants over the course of an academic year.

RESEARCH HIGHLIGHTS

Funded by The Andrew W. Mellon Foundation, a two-year grant to expand and improve a project to support collaboration between libraries and disability services offices to provide accessible learning materials to students with special information-access needs ($1.175M) ■ A two-year award from Arcadia to work with partner institutions and the global open infrastructure community to support the growth of open access through institutional repositories ($1M) ■ A two-year research and demonstration project to work with partners to build the foundation for a national finding-aid network to allow researchers to surmount barriers to locating relevant archival materials, supported by the Institute of Museum and Library Services ($384K)

SNAPSHOTS

Mission The UVA Library is the foundation on which the University built a transformative educational community. The Library partners in learning and collaborates in discovery by creating inclusive and sustainable collections, services, spaces, and infrastructure.

Numbers More than 20M manuscripts and archives, 5M books, 1.37M e-books, 357,000 e-journals, 1.650 databases, and millions of non-text materials (images, audio, video, data sets, and more). Over the last year the Library received more than 710,000 in-person visits and hosted 600+ events and 3300+ consultation, instruction, and outreach sessions (both virtual and in-person).

Facilities Library facilities across Grounds and beyond serve the entire University community and support all academic programs. In addition to the University Library system, Health Sciences, Darden, and Law each have their own library.

BUDGETED SOURCES FY 2023

Total budgeted sources: $40,039,836

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

Figures are in thousands.
The University of Virginia encourages collaborative, interdisciplinary research that capitalizes on UVA’s strengths and enhances the educational, research, and/or service missions of the University. The University’s 2030 Plan identifies five priority focus areas for research—Democracy, Environmental Resilience and Sustainability, Precision Medicine, the Brain and Neuroscience, and Digital Technology and Society—and below are some of the centers and institutes that focus on these areas. Together the offices of the Provost and the Vice President for Research are investing in infrastructure, recruiting faculty, and funding specific projects to propel these kinds of pan-University entities toward research success, and enable discoveries that advance knowledge and solve global problems.

See a full list at https://research.virginia.edu/institutes-centers

Biocomplexity Institute

https://biocomplexity.virginia.edu/

Mission: The Biocomplexity Institute seeks answers to life’s mysteries and society’s most urgent problems, using a team science approach toward data-driven exploration and discovery in pursuit of a common goal: solving complex problems for humanity.

Research: Biocomplexity researchers investigate human life on every level, observing the interactions between systems. Its research teams breach disciplinary boundaries, merging the perspectives and skill sets of a broad range of scientists and applying a formal, computational approach. Current projects include molecular alerts for pathogen mutation; a collaboration with the U.S. Census Bureau to collect better data on people, places, and the economy; a prestigious NSF Expeditions grant to explore real-time epidemiology; DOD analytics support; and continuing to aid the Commonwealth in tracking and forecasting the spread of COVID-19.

Community: The Biocomplexity Institute is committed to sharing its data and research in ways that serve the public. Through the Data Science for the Public Good Forum, its engagement with local, state, and federal government, undergraduate internships, and research graduate student and postdoc programs to train complex systems scientists for research labs of the future, the Institute fosters valuable connections that highlight both data-driven decisionmaking and educating the next generation.

LEADERSHIP

Christopher L. Barrett, Executive Director

Christopher L. Barrett is a Distinguished Professor in Biocomplexity and Professor of Computer Science. He is an interdisciplinary computational scientist who has published more than 100 research articles. Barrett has conceived, founded and led complex research projects and organizations, established technology programs, and worked with numerous federal agencies. Read more about him at https://biocomplexity.virginia.edu/person/christopher-l-barrett
**BRAIN Institute**

https://braininstitute.virginia.edu/

**Mission:** The Bold Research Advancements In Neuroscience (BRAIN) Institute is focused on understanding, treating, and reverse-engineering the brain to address key problems in neuroscience for the benefit of the society.

**Research:** Recent research includes investigations into relieving chronic pain through brain stimulation; how seizures may cause memory loss; and new treatments for Parkinson’s. In 2022, the University announced it will invest more than $75M in an interdisciplinary effort to pioneer life-changing advances in neuroscience, while simultaneously mapping the workings of the human brain. This investment will allow the BRAIN Institute and its partners across Grounds to better understand perplexing conditions such as Alzheimer’s disease and autism, as well as how the brain functions over a lifespan.

**Collaboration:** The BRAIN Institute draws upon more than 130 faculty in five schools and 34 departments, and leverages faculty in neurosciences, biomedical data sciences, traumatic brain injury, neurosensing, neuromodulation, and autism. By creating a network of closely interacting basic, translational, data and clinical neuroscientists at multiple schools at UVA, including Medicine, Engineering, Arts & Sciences, Nursing, Data Science, Leadership and Public Policy, and Education and Human Development, the Institute hopes to pioneer life-changing advances in neuroscience.

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**Center for Politics**

https://centerforpolitics.org/

**Mission:** The Center for Politics’ timely political analysis and pragmatic civics education programs and educational documentaries form the core of its activities. It is known nationally and internationally for its election analysis through Sabato’s Crystal Ball, and its national Youth Leadership Initiative (YLI) is among the largest public outreach programs of any college or University, reaching more than 100,000 K-12 classroom teachers.

**International Outreach:** Every year the Center hosts visiting delegations from around the world fostering dialogue with Americans and people of other nations. International participants learn about the American system of democracy and gain skills in civic entrepreneurship, media literacy, community engagement, and building social capital. Since 2007 the Center has hosted 32 exchange groups from 48 countries through its Global Perspectives program.

**Service:** During 2021-2022, the Crystal Ball reached over 60,000 subscribers weekly and the Center welcomed hundreds of thousands of participants in online programming during the pandemic. Center faculty and staff were quoted in hundreds of local, state, national, and international news outlets. It hosted key public officials for discussions of timely issues in American politics and offers student internships and University classes on state and national politics and American political history.

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**LEADERSHIP**

**Jaideep Kapur, M.D, Director**

Jaideep Kapur is the Eugene Meyer III Professor of Neuroscience and Professor of Neurology. Dr. Kapur is an expert in the pathophysiology and animal models of epilepsy, the plasticity of GABAergic transmission, and hormonal regulation of epilepsy. He has served on numerous grant review panels for National Institutes of Health, CURE Epilepsy Foundation, Epilepsy Foundation and Epilepsy Research Foundation. He served as the President of the American Epilepsy Society in 2010.

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**LEADERSHIP**

**Larry J. Sabato, Director**

Larry J. Sabato is a New York Times best-selling author, has won four Emmys, and is recognized as one of the nation's most respected political analysts, appearing multiple times per week on national and international TV. A Rhodes Scholar, Sabato is the author or editor of more than two dozen books on American politics. Read more about him online at centerforpolitics.org/staff_sabato.html
Environmental Resilience Institute (ERI)

https://eri.virginia.edu/

**Mission:** The Institute supports trans-disciplinary research and training at the intersection of environmental change and human well-being by connecting faculty, students, and citizens together to foster a more resilient and sustainable future for the global common good.

**Collaboration:** The ERI is the hub of environmental resilience and sustainability research at the University of Virginia. ERI builds a diverse and collaborative community to accelerate the rate of discovery, trains the next generation of leaders in integrative research, and develops external partnerships to translate research findings into policy and practice. Over 100 faculty from 10 UVA schools are affiliated with the Institute.

**Research:** Focus areas evolve over time to reflect opportunities and need. Current priorities for ERI funding are climate resilience, water and energy security, and environment and health. In 2022, the University announced it will invest more than $60M in environmental resilience and sustainability, through two main efforts: researching and perfecting clean energy, and helping local communities develop best practices for responding to climate-driven challenges. This investment will allow ERI and its partners across Grounds to form a Climate Collaborative, connecting UVA researchers with policymakers, local leaders, and the community to solve environmental problems together.

**LEADERSHIP**
Karen McGlathery

Karen McGlathery is a Professor of Environmental Sciences and leads the Virginia Coast Reserve Long Term Ecological Research (VCR LTER) program on Virginia’s Eastern Shore. Her research focuses on the roles of climate, land use, and species invasions in driving long-term change in coastal ecosystems. She has led multi-disciplinary teams focused on coastal resilience. Read more about her at https://eri.virginia.edu/leadership-and-governance

Global Infectious Disease Institute (GIDI)

https://gidi.virginia.edu/

**Mission:** The GIDI is invested in combating infectious diseases worldwide, from the fundamental mechanisms of disease, to diagnostics and treatment approaches and their appropriate implementation, to understanding the policy, legal, and economic implications of infectious diseases throughout the world.

**Research:** GIDI faculty conduct research in diarrheal diseases in children, antimicrobial resistance, and the COVID-19 pandemic, as well as other disease outbreaks with pandemic potential, including flu, Zika, Ebola, and others.

**Collaboration:** GDI brings together over 140 UVA researchers that have initiated collaborations on six continents, engaging local and global communities in infectious disease research. GIDI began and has remained a grass-roots initiative, driven by our members’ motivation to forge new research partnerships, to create new knowledge, and to develop research activities that are greater than the sum of individual efforts. GIDI’s members engage in multidisciplinary research, participate in cross-Grounds teaching, and collaboratively mentor students and postdoctoral fellows.

**LEADERSHIP**
Alison Criss

Alison Criss is Associate Professor of Microbiology, Immunology, and Cancer Biology who investigates how pathogenic microorganisms manipulate the immune system in order to cause disease. The ultimate goal of this research is developing vaccines and new antimicrobial agents, while limiting the negative outcomes that are associated with infection. She is committed to mentoring the next generation of scientists and leads training grant focused on infectious diseases. Read more about her at https://gidi.virginia.edu/leadership/alison-criss
Karsh Institute of Democracy
https://karshinstitute.virginia.edu/

**Mission:** The Karsh Institute of Democracy supports an ecosystem that strengthens democratic institutions, practices, and culture. Serving as a nonpartisan catalyst for action, it fosters participation and civil debate; supports and amplifies the study of democracy; and engages in public outreach for practical impact with students, citizens, policymakers, and other leaders.

**Collaboration, Partnerships & Unique Programs:** The Karsh Institute accelerates collaboration among UVA schools and centers dedicated to the study of democracy; builds local, regional, and national partnerships; and creates unique programs. The Institute’s past and current external partners include nine presidential centers, Virginia Humanities, American Enterprise Institute, and others. The Institute co-hosts UVA’s Democracy Dialogue series, helps lead a national civic learning and democracy engagement network, supports UVA’s Public Service Pathways, sponsors faculty research, and encourages the creation of curriculum. Launched at the George W. Bush Presidential Center, the Institute partners with others to encourage national progress toward five Sustainable Democracy Goals.

The Institute is supported by an advisory board composed of UVA faculty, administrators, and students, as well as an ideologically diverse group of highly regarded external experts from a range of disciplines.

Miller Center of Public Affairs
https://millercenter.org/

**Mission:** The Miller Center is a nonpartisan public-facing think tank specializing in the American presidency which is committed to civil discourse, nonpartisan thought leadership, and advancing the public good. The Center contributes to the solution of major national problems through comprehensive and intensive research, with a special emphasis on bringing that research to policy-makers and the public.

**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 who envisioned a place where leaders, scholars, and the public could come together for discussions grounded in history to find consensus. The Miller Center strives to illuminate presidential and political history accurately and fairly, and to provide America’s leaders with unbiased insights, especially on the presidency, that advance democratic institutions.

**Research Highlights:** In 2021-2022 the Center continued work on the Obama Presidential Oral History, conducted a special partnership with the LBJ Presidential Library, hosted bipartisan Democracy Dialogues at UVA, launched a Program on Democracy and Capitalism, launched a Healthcare Policy Project, and led a cross-grounds effort analyzing the war in Ukraine.

LEADERSHIP
William Antholis, Director and CEO
William Antholis is the former managing director of The Brookings Institution, served as the director of international economic affairs for the National Security Council in the Clinton Administration, and is an authority on climate change, India, China, international economics, development, and U.S. foreign policy. Read more about him at millercenter.org/experts/william-j-antholis

LEADERSHIP
Melody Barnes, Executive Director
Melody Barnes holds appointments at the Miller Center for Public Affairs, in the School of Law, and in Arts & Sciences, where she serves as W.L. Lyons Brown Family Director for Policy and Public Engagement for the Democracy Initiative, an interdisciplinary teaching, research, and engagement effort. She has extensive experience in government and public service, serving in both the White House and for the Senate Judiciary Committee. Read more about her at https://karshinstitute.virginia.edu/
Led by Vice President Ram Ramasubramanian, the Office of the Vice President for Research (VPR) advances knowledge and serves the Commonwealth of Virginia, the nation, and the world through research, scholarship, creative arts, entrepreneurship, and innovation, enabling discoveries that enrich and improve lives.

Partnering with the Schools and central leadership, the VPR is responsible for the strategic vision for research at UVA, developing and executing initiatives to accomplish the vision, as well as administering critical compliance and support areas. The VPR oversees research infrastructure units, including Environmental Health & Safety, Office of Sponsored Programs, Research Compliance, Licensing and Ventures Group, and Center for Comparative Medicine. The VPR works to catalyze, support, and safeguard UVA research.
AWARDS AND FUNDING

UVA research funding has grown steadily, from $311M in FY14-15 to $436M in sponsored funding in FY20-21, a 40.2% increase. The growth is a result of University faculty successfully competing for external awards from a range of sources, including federal, foundation, and industrial sponsors.

Comparing research funding year over year (To see an interactive version go to http://ospweb.eservices.virginia.edu/awards.html)

FY21 Q4 Comparison with FY20 Q4 Awards by Sponsor Agency
ACHIEVEMENTS

Nobel Laureate Lecture Series In October 2021, Nobel Laureate Phillip Sharp visited Grounds, delivering a talk at the Rotunda entitled “A New Biology: Convergence over The Last Decade and a Vision for the Future”. Over two days, he met with UVA senior leadership, faculty and students, and gave feedback on student presentations.

Prominence-to-Preeminence (P2PE) STEM Targeted Initiatives Fund A $19M award was awarded to four STEM-related research programs selected by the VPR through a Request For Proposals. The projects align with UVA’s strategic plan and strategic resource areas.

Grand Challenges Research Investments The Offices of the Provost and VPR engaged faculty and gathered input on specific areas for investment around the brain and neuroscience, and environmental resilience and sustainability. Specific investments were announced in June 2022.

RESEARCH PROGRAMS

Aligned with vision outlined in the 2030 Strategic Plan, the Office of the VP for Research focuses on being both “great and good” at research endeavors, and works closely with the Provost to deploy strategic seed funding in order to catalyze faculty scholarship and collaborative research projects, build infrastructure, and recruit critical expertise. Additional key parts of the strategy include faculty development and leadership, developing collaborative research space, research review and reporting, and fundraising. Nurturing faculty and projects along the growth trajectory—from promising to emergent to prominent to preeminent—and accelerating their growth via world-class infrastructure, complements cluster hires and top-tier targeted hiring.

Three Cavaliers (3C) Seed Investment Program The 3C program in its second round (2.0) provided seed funding for groups of three collaborative faculty members from at least two disciplines, located in different units or schools, to formulate and explore creative and consequential interdisciplinary research ideas. Of the 108 applications, 57 of the projects were selected. The researcher trios have until spring 2023 to complete their research and bring the ideas to life.

Research Development Over the last five years the VPR built a research development team to assist faculty in finding both external support opportunities and potential collaborations across Grounds, and help prepare large, multidisciplinary proposals. The team collaborated 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, resulting in the Community of Research Development (CORD) initiative with active partners from all areas.

The UVA Licensing & Ventures Group (LVG) manages intellectual property and technology commercialization for UVA’s research portfolio. Its mission is to maximize the intellectual, societal, and economic impact of UVA discoveries via commercialization, in order to enrich and improve lives for the University, the Commonwealth, and the world. In the fiscal year ending June 30, 2021, LVG solicited and/or received 172 invention disclosures from UVA faculty, staff, and students; executed 92 commercial transactions; prosecuted to issuance 44 U.S. patents; launched four new ventures; and has deployed $6.2M across 12 companies.
**Research Compliance** The Research Compliance team 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)** The EHS team 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)** The OSP facilitates research and research administration at UVA. 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).
UVA Health is an academic health system whose mission is transforming health and inspiring hope for all Virginians and beyond. UVA Health’s vision is to be the nation’s leading public academic health system and best place to work — while transforming patient care, research, education, and engagement with the diverse communities we serve. UVA Health is comprised of 16,000 employees who are part of the following entities:

- UVA Medical Center
- UVA Community Health (three hospitals in Culpeper and Northern Virginia)
- UVA School of Medicine
- UVA School of Nursing
- UVA Physicians Group
- UVA Community Health Medical Group
- Claude Moore Health Sciences Library

Patient Care

UVA Health has more than 1,000 inpatient beds, approximately 41,000 inpatient stays annually, and more than 1.4M clinic visits annually. UVA Health provides high-quality, comprehensive and specialized care to patients across the Commonwealth and beyond. UVA Health’s goal is that all Virginians are able to receive all of their healthcare without leaving the Commonwealth.

UVA Medical Center, the flagship hospital of UVA Health, serves as a hospital of hope for the Commonwealth, providing high-quality, highly specialized care to patients from every region of Virginia. UVA Medical Center is recognized as the No. 1 hospital in Virginia for children by U.S. News & World Report, with six specialties rated among the top in America. Newsweek has ranked UVA Medical Center as the No. 1 hospital in Virginia for adults in its “World’s Best Hospitals 2022” guide. Additionally, more than 230 UVA physicians are honored on the Best Doctors in America list.
CARING FOR THE COMMONWEALTH

During fiscal year 2021, UVA Medical Center:

Cared for 254,636 Virginia residents.

Admitted more than 26,000 inpatients (excluding newborns), utilizing 696 inpatient beds.

Had an all-payor Case Mix Index (CMI) of 2.32. That compares to an average all-payor CMI of 2.31 across academic and leading medical centers averaged from the most recent four quarters of benchmarking information. A higher CMI number indicates more complex care is being provided.

Had more than 858,000 billed encounters at more than 100 primary and specialty care outpatient clinics.

Had over 36,800 visits to its Emergency Department.

Performed 31,786 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 321 transplants. This included 60 adult and pediatric living donor liver and kidney transplants—the highest number performed in the history of the Transplant Center— as well as the highest number of combined kidney/pancreas transplants. UVA's Transplant Center is the only Comprehensive Transplant Center in Virginia for adults and children.

Treated more than 2,660 adult and pediatric oncology inpatients, and more than 25,000 adult and pediatric oncology outpatients through the UVA Comprehensive Cancer Center, the only Comprehensive Cancer Center in Virginia.

Delivered 2,123 babies, most of whom were high risk or complex births. The neonatal intensive care unit (NICU) is Level IV, the highest level of care for babies.

Provided dialysis services through 12 outpatient dialysis facilities located throughout Central Virginia.

Offered specialty telemedicine services in more than 60 clinical specialties and subspecialties.

Care was provided by more than 1200 attending physicians at the Medical Center, who are members of the School of Medicine faculty.

Trained 829 residents and fellows in 133 total training programs.

UVA Medical Center cares for all Virginians, regardless of their ability to pay. It serves as a key component of Virginia’s safety net. In fiscal year 2021, UVA provided over $155M in indigent care.

Patients come from every region of Virginia.

HIGH-QUALITY CARE

In the 2022 – 2023 U.S. News & World Report Best Hospitals guide, UVA is ranked the No. 1 Children’s hospital in Virginia for the second consecutive year. Nationally recognized pediatric specialties by U.S. News at UVA include:

<table>
<thead>
<tr>
<th>Children’s Hospital</th>
<th>Best in 2022-2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology and heart surgery</td>
<td>No. 20</td>
</tr>
<tr>
<td>Neonatology</td>
<td>No. 32</td>
</tr>
<tr>
<td>Gastroenterology &amp; G.I. surgery</td>
<td>No. 39</td>
</tr>
<tr>
<td>Pulmonary &amp; Lung surgery</td>
<td>No. 44</td>
</tr>
<tr>
<td>Neurology &amp; neurosurgery</td>
<td>No. 45</td>
</tr>
<tr>
<td>Diabetes &amp; endocrinology</td>
<td>No. 49</td>
</tr>
</tbody>
</table>

In addition, six Adult specialties were rated as “high performing”:

- Cancer
- Cardiology & Heart Surgery
- Diabetes & Endocrinology
- Orthopedics
- Pulmonology
- Urology

Based primarily on care provided to patients 65 and older, UVA is also rated “high performing” – the best possible score – on 14 out of 20 common conditions and procedures:

- Aortic valve surgery
- COPD
- Colon cancer surgery
- Diabetes
- Heart attack
- Heart bypass surgery
- Heart failure
- Hip fracture
- Hip replacement
- Kidney failure
- Lung cancer surgery
- Pneumonia
- Stroke
- Transcatheter aortic valve replacement (TAVR)
EXPANDING ACCESS TO HEALTH CARE

**UVA Health 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:

**Fortify Children’s Health, LLC** was created in 2018 as a joint venture between UVA Health and the Children’s Hospital of The King’s Daughters (CHKD), and is Virginia’s first pediatric clinically integrated network (CIN). Fortify’s network is comprised of over 800 pediatricians, family medicine providers, and pediatric specialists from UVA, CHKD, and five independent practice groups. In December 2020, Fortify became just the 4th pediatric CIN in the nation to earn full accreditation from URAC in Clinical Integration. The CIN is designed to improve patients’ health and lower costs through care coordination and by implementing pediatric-specific physician-designed clinical standards, and has demonstrated success in those goals by achieving statistically significant quality improvement and generating over $12M in value based revenue in its first two years of contracting. Fortify has value-based contracts with three Medicaid managed care organizations for approximately 54,000 pediatric members in the Charlottesville and Tidewater regions of the commonwealth.

**UVA Encompass Health Rehabilitation Hospital LLC** is a joint venture between UVA Health and Encompass Health. Over the past 25 years, the joint venture has been committed to helping patients regain independence after a life-changing illness or injury. Staffed with UVA physicians, it is a leading provider of inpatient rehabilitation for stroke, spinal cord injury, and other complex neurological and orthopedic conditions for patients across the state.

**UVA Health** has maintained a partnership with the Children’s Hospital of Pittsburgh of UPMC since 2016 in an effort to expand UVA’s pediatric liver transplant program and increase access to care for transplant patients throughout Virginia. Children’s Hospital of Pittsburgh transplant surgeons consult with UVA counterparts and with Virginia-based patients through teleconsults. Once organs become available for transplant, a team of surgeons from Pittsburgh travel to UVA to perform the transplant alongside UVA transplant surgeons.

**UVA Encompass Health Rehabilitation Hospital LLC** is a joint venture between UVA Health and Encompass Health. Over the past 25 years, the joint venture has been committed to helping patients regain independence after a life-changing illness or injury. Staffed with UVA physicians, it is a leading provider of inpatient rehabilitation for stroke, spinal cord injury, and other complex neurological and orthopedic conditions for patients across the state.

**UVA Health** has two partnerships in different parts of the Commonwealth for state-of-the-art stereotactic radiosurgery centers. One partnership is a joint venture between UVA Health, Riverside Health System and Chesapeake Regional Healthcare with centers located at Riverside and Chesapeake. Additionally, UVA Health has partnered with Valley Health in Winchester for radiosurgery. These partnerships enable residents in Hampton Roads and Northwest Virginia to receive local care.
The Medical Center has established dialysis center sites at Charlottesville and throughout Central Virginia, including Lynchburg, Altavista, Appomattox, Amherst, Farmville, Page, Staunton, Augusta, Orange, Zion Crossroads, and Culpeper to enable patients in those areas to receive outpatient dialysis without traveling to Charlottesville. In FY 2021 the Medical Center cared for 899 patients, either at these centers or at home.

UVA Health’s partnership with Centra Health brings patients in Lynchburg and southern Virginia better access to advanced and highly specialized care. Patients with malignant hematology (disorder of blood cells), kidney transplant needs, high-risk pregnancies, gynecologic cancers, stroke, and dialysis needs can now receive care close to home.

Virginia Congenital Cardiac Collaborative is a regional collaborative for pediatric congenital cardiac care by and between UVA Children’s, Children’s Hospital of The King’s Daughters, and Children’s Hospital of Richmond at VCU. The collaborative combines the efforts of pediatric cardiologists, cardiac surgeons, cardiac anesthesiologists, intensive care physicians, and cardiac support professionals from all institutions with the goal of improving outcomes for children with complex congenital heart defects, ensuring that no family needs to leave Virginia for the best in pediatric cardiac care.

UVA COMMUNITY HEALTH

UVA Community Health is a wholly owned subsidiary of UVA Health and serves as the community division of UVA Health. UVA Community Health consists of three community hospitals – Prince William Medical Center (130 beds), Haymarket Medical Center (60 beds), and Culpeper Medical Center (70 beds) – along with the UVA Community Health Medical Group, and an assortment of ambulatory offerings. All three UVA Community Health medical centers were awarded ‘A’ grades in The Leapfrog Group’s spring 2022 Hospital Safety Grade, a designation recognizing hospitals’ efforts in protecting patients from harm and providing safer healthcare. UVA Health’s expansion allows for broader community health offerings throughout the Commonwealth.

During calendar year 2021, UVA Community Health:

- Cared for 126,062 Virginia residents
- Admitted more than 13,970 inpatients (excluding newborns) utilizing 260 inpatient beds
- Had an all-payor Case Mix Index (CMI) of 1.41
- Operated 27 primary and specialty care outpatient clinics
- Had over 97,000 visits to the Emergency Department
- Performed 7,762 of surgical cases (main OR and outpatient surgeries)
- Delivered 2,646 babies
- Employed over 2,500 people
- Provided $43.7M in indigent care
UNIVERSITY OF VIRGINIA TRANSITIONAL CARE HOSPITAL

The UVA Transitional Care Hospital (TCH) 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. Specialized medical services it provides are vent weaning, complex respiratory care, and complex wound care.

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, the TCH has had over 3,625 admissions. It is the only certified Respiratory Failure Program in the Commonwealth.

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.

The TCH is the only such facility in this Health Planning Region and admitted its first patient on Aug. 4, 2010. Since then, the TCH has had over 3,625 admissions. It is the only certified Respiratory Failure Program in the Commonwealth.

UVA PHYSICIANS GROUP (UPG)

UVA Physicians Group (UPG) is a physician group practice which operates as a collaborative UVA Health entity supporting School of Medicine physicians & providers at UVA Medical Center and in a number of ambulatory clinics throughout the Commonwealth of Virginia. UPG is an independent 501(c)(3) University Associated Organization (UAO), and is governed by its own Board of Directors with a public majority. Over 1,200 UVA clinical faculty members are dually employed through UPG and UVA School of Medicine’s 21 clinical departments.

In addition to its clinical role in supporting the University’s mission to deliver world-class patient care, UPG provides administrative and financial functions which support care delivery and clinic management.

UVA COMPREHENSIVE CANCER CENTER

On February 1, 2022, the University of Virginia Cancer Center officially became a National Cancer Institute-designated Comprehensive Cancer Center — one of just 52 in the nation and the only one in Virginia.

To achieve this status, it was necessary to demonstrate the following:

- Enhanced depth and breadth of basic, clinical, and population research
- Enhanced outreach and education to the cancer center’s catchment area and community
- Transdisciplinary research that bridges multiple scientific areas, evidenced by the center’s ability to take maximum advantage of research and innovation across UVA
- Excellence in training in cancer research

The UVA Comprehensive Cancer Center has 165 cancer researchers from 23 academic fields committed to finding new and better ways to treat all types of cancer, from the most common to the rare and complex. Cancer Center researchers participate in funded research programs that total more than $79M. With many clinical trials in progress at any given time, cancer patients across Virginia have access to the latest in breakthrough treatments available at the Cancer Center.

Some of the elite programs and services available at UVA include:

- Stem cell transplant program recognized by Foundation for the Accreditation of Cellular Therapy (TACT)
- CAR T-Cell therapy
- Brain metastases program
- Gynecological cancer program
- High-risk programs for pancreatic, breast, and ovarian cancers
- Lung cancer screening and prevention program
- Novel targeted therapeutics
- Cooperative Human Tissue Network coordinating institution
- Cancer support services
From the inception of UVA Health’s telehealth program through April 30, 2022, UVA Health clinicians have provided more than 381,500 telemedicine clinical services across all departments and service lines enabling improved access to care, particularly following the COVID-19 Public Health Emergency. UVA Telehealth works closely with UVA Population Health which has provided Interactive Home Monitoring (IHM) services for 18,704 patients, including 1,527 patients with COVID-19. These programs support better management of patients with both acute and chronic illness to prevent hospital readmissions, emergency department visits and improve clinical outcomes. The Population Health team also utilizes IHM and telehealth outreach to patients in a variety of post-acute settings (such as skilled nursing facilities) and through the innovative UVA Health Homeless Consult Service.

### TELEHEALTH METRICS JUNE 1995–APRIL 2022

<table>
<thead>
<tr>
<th>Service</th>
<th>June 1995- April 2021</th>
<th>May 2021-April 2022</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telemedicine Services</td>
<td>284,609</td>
<td>96,925</td>
<td>381,534</td>
</tr>
<tr>
<td>Interactive home Monitoring</td>
<td>13,222</td>
<td>5,482</td>
<td>18,704</td>
</tr>
</tbody>
</table>

### OTHER TELEHEALTH ACTIVITIES IN FISCAL YEAR 2022

**InnoVAte** is a five-year partnership between the Virginia Department of Health and the UVA Center for Telehealth supported by grant funding from the Centers for Disease Control to expand the use of telehealth technologies to prevent and mitigate chronic illness. The Virginia Center for Diabetes Prevention, the Departments of Medicine, Neurology, Ophthalmology, Population Health and Public Health Sciences collaborate with the Center for Telehealth and community partners to identify, evaluate and advance integrated solutions and interventions for primary and secondary prevention of diabetes, hypertension, chronic kidney disease, and stroke in underserved regions of the Commonwealth.

UVA is the home of the Mid-Atlantic Telehealth Resource Center (MATRC) which is federally funded by the Health Resources Services Administration (HRSA) to provide technical assistance to individuals, providers, healthcare systems and other entities in nine states including Virginia and the District of Columbia. The UVA MATRC program was just awarded another three-year contract by HRSA to continue this effort.

The Center for Telehealth was also awarded two new competitive grants from the United States Department of Agriculture (USDA) **Distance Learning and Telemedicine Grant Program** and the Federal Communications Commission (FCC) **COVID-19 Telehealth Grant Program (Round 2)** to expand telehealth related outreach and Interactive Home Monitoring services to community partners across the Commonwealth.
Health System Research

SCHOOL OF NURSING

Research at the UVA School of Nursing is organized across seven Areas of Excellence: palliative and end-of-life care; violence affecting women, families, and individuals; data science; symptom science; scholarship of teaching and learning; nursing history; and compassionate care.

Nurse-led research studies at the School total more than $3.5M in funded grants in 2022, a 51% increase over 2021 and an 89% increase over 2020 funding totals. Several multi-million-dollar NIH-, NINR-, and HRSA-funded studies are underway—including a high-tech approach cancer pain prediction and management at home, an expansion of the nationally lauded Wisdom, Wellbeing, and Peer Support Training program, and an investigation of the impact COVID-19 has exerted on disabled women’s exposure to violence, unintended pregnancy, and reproductive care access. The School continues to build rich partnerships beyond its borders with scholars in biology, data science, psychology, education and human development, film, and architecture.

$3.5M in research funding (FY 22)  $130K in internal awards to stimulate collaborations and proposal production  $25K in funding for nursing student research assistants and a summer internship program  27% funding success rate FY 22  34 proposals submitted in FY 22
SCHOOL OF MEDICINE

The UVA School of Medicine, with 21 clinical departments, eight basic science departments and six 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. UVA’s commitment to biomedical research is reflected both in national rankings as well as its strategic partnerships and presence on influential commissions and task forces.

NATIONAL RECOGNITION

Funding and Rankings. With over $235M in total research dollars and $148M in NIH research awards, the School of Medicine’s research program is ranked #30 in Research according to the 2023 U.S. News & World Report (USNWR) Best Grad Schools guide and #42 in the nation by NIH Blue Ridge. Previously, the School of Medicine was ranked #31 in the 2022 USNWR Best Grad Schools guide and was ranked #42 and #43 in FY21 and FY20 respectively for NIH funding by NIH Blue Ridge. The following chart shows changes in the School of Medicine’s total research funding over the past five years.

<table>
<thead>
<tr>
<th>Years</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
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<tr>
<td>Grant Funding</td>
<td>$202M</td>
<td>$223M</td>
<td>$226M</td>
<td>$236M</td>
<td>$235M</td>
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<tr>
<td>NIH Awards</td>
<td>446</td>
<td>469</td>
<td>522</td>
<td>584</td>
<td>520</td>
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<tr>
<td>Non-NIH Awards</td>
<td>715</td>
<td>731</td>
<td>758</td>
<td>714</td>
<td>790</td>
</tr>
<tr>
<td>Total Awards</td>
<td>1162</td>
<td>1200</td>
<td>1280</td>
<td>1298</td>
<td>1310</td>
</tr>
</tbody>
</table>

Source: Office of Sponsored Programs

RESEARCH HIGHLIGHTS

The integrated Translational Research Institute of Virginia, or iTHRIV, has announced its sixth class of iTHRIV Scholars. Five of the eight selected researchers were from the University of Virginia: Andrew Barros, MD, MSc will study ways to combat sepsis through machine learning. Christine Ibilibor, MD, MSc will examine the effects of pre-habilitation and mindfulness for patients undergoing radical cystectomy. Irène Mathieu, MD will examine community based approaches to improve pediatric mental health. Rose Nevill, PhD will be assessing the evidence-base for mindfulness interventions for treating behavioral health in adults with autism and intellectual disabilities. Patricia Rodríguez Lozano, MD of the University of Virginia will explore a novel therapy to treat microvascular disease in women.
Health System Education

UVA Health plays a significant role in educating the next generation of healthcare professionals.

US News & World Report (USNWR) ranks the School of Nursing’s graduate programs in the nations’ top 2% (2023). Among its public university peers, UVA’s Master of Science in Nursing (MSN) programs are tied for No. 6, its Doctor of Nursing Practice (DNP) is tied for No. 9, and its Family Nurse Practitioner specialty Master’s is ranked No. 6. Of the 278 degrees awarded by the School of Nursing in May 2022, 88 were graduate degrees: 14 DNPs, 3 PhDs, and 71 MSNs and post-master’s certificates.

For the 2021-2022 academic year, UVA School of Medicine had 635 medical students, 266 Biomedical Sciences Graduate Program students, 77 Master of Public Health students, and 13 Master of Clinical Research students. In May 2022, 165 medical students received medical degrees, 39 graduate students received PhD degrees; 56 students received Master of Public Health degrees, and six received Master of Science degrees in Clinical Research.

The UVA School of Medicine is the #1 Medical School in Virginia and is ranked #35 for primary care in the 2023 USNWR Best Grad Schools guide. The MD Degree through UVA School of Medicine is a national model for excellence through innovation and collaboration in medical education that combines practice and science to educate and train physicians to provide patient-centered care for the community. The UVA internal medicine and surgery training programs were recently ranked #22 and #23 in the nation by USNWR.
GRADUATE MEDICAL EDUCATION

UVA Medical Center’s Graduate Medical Education (GME) training programs are central to its academic and clinical mission. Physician training programs at UVA Medical Center have been recognized by the Accreditation Council for Graduate Medical Education (ACGME) for their compliance in meeting the necessary training standards and for their innovative educational techniques.

During FY 2021, the Medical Center sponsored 829 residents and fellows in 120 active specialty and subspecialty training programs. Most residents are in physician training programs, but there are also training programs for dentists, pharmacists, chaplains, clinical psychologists, and radiation physicists. The Medical Center’s efforts in providing outstanding clinical learning environments leads to the continual contribution of excellent healthcare practitioners to the Commonwealth’s and nation’s workforce. UVA Medical Center’s training programs are highly competitive, attracting high quality applicants from every corner of the country and from the best international schools. GME residents and fellows at UVA Medical Center serve as an essential part of its workforce, delivering high quality, safe, primary and subspecialty care to its patients while completing the education they need to practice independently.

CONTINUING MEDICAL EDUCATION

The UVA School of Medicine and School of Nursing are collaborating as a Joint Accreditation Provider, enabling UVA to provide continuing education credit for multiple professions and healthcare teams that include Medicine, Nursing, Pharmacy, Physician Assistant, Dentistry, Psychology, Social Work, Dietetics/Nutrition, Optometry, and Athletic Trainer. As a Joint Accreditation Provider, UVA is able to foster interprofessional collaboration and care to meet the needs of the full healthcare team and to ultimately benefit patient care.

Additionally, UVA’s Center for Telehealth offers TelehealthVillage, an on-line accredited learning platform designed to provide interdisciplinary training in telehealth across a broad range of content areas.
The Division of Student Affairs serves 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 300 employees working within several units, including the Office of the Vice President, Chief Student Affairs Officer and Dean of Students; Housing & Residence Life; Student Health and Wellness; the University Career Center; and the Office of African American Affairs.

Face-to-face interaction with students characterizes the work of nearly all the professionals within Student Affairs.
Office of the Vice President, Chief Student Affairs Officer and Dean of Students

Vice President Robyn S. Hadley provides administrative leadership for the division. This office shapes the UVA student experience by supporting and complementing the academic and service mission of the University.

In addition to providing divisional leadership and housing centralized functions such as administration of the Rotunda, communications, finance, and technology, this office oversees direct assistance to students in the following areas:

**Orientation and New Student Programs (ONSP):** This area works with other University departments to implement Summer Orientation and Fall “Wahoo Welcome” for first-year and new transfer students. ONSP coordinates other programs, events, and services throughout the academic year, including Family Weekend. ONSP also administers the Transfer Student Peer Advisor (TSPA) program, assisting transfer students with integration into the University community.

**Student Engagement:** This area provides students with a variety of involvement opportunities that support self-governance, promote leadership development skills, cultivate community, and encourage fun. Student Engagement supports nearly 700 student-managed organizations (see further details on page 82).

**Student Safety and Support:** Associate/assistant deans within Student Safety and Support provide incident response support for students in a variety of behavioral and mental health contexts and also engage in general, nonacademic advising and troubleshooting of student issues and needs. Their work encompasses the Dean-on-Call program, providing 24/7 support for students and incident response within the University community. In addition, the team collaborates with the EOCR and Title IX offices in providing support services for students involved with reports alleging acts of bias and/or sexual and gender-based violence. See the Just Report It website for more information at http://justreportit.virginia.edu.

**Multicultural Student Services (MSS):** MSS centers on the success and well-being of historically marginalized students while also providing educational opportunities for all students. MSS staff provide services and support to identified populations, including Asian, Pacific Islander, and South Asian-American students; DACA and undocumented students; Hispanic/Latinx students; Native/Indigenous students; Middle Eastern/North African students; and lesbian, gay, bisexual, transgender, queer, and gender fluid students. MSS also manages the Multicultural Student Center, the LGBTQ Center, the Latinx Student Center, and the Interfaith Student Center, all located in Newcomb Hall.

**Fraternity and Sorority Life (FSL):** FSL staff work closely with the four independent Greek governing councils: Inter-Fraternity Council (IFC), Inter-Sorority Council (ISC), Multicultural Greek Council (MGC), and National Pan-Hellenic Council (NPHC). FSL works with the councils’ respective chapters, as well as with alumni/ae and general headquarters staff. Many of these private organizations own and operate residential houses near the University.

**Student Success:** Student Success staff provide direct support to First Generation, Low Income, Veteran, and Posse Scholar students. Student Success focuses on issues of access, inclusion, reduction of barriers to success, and social mobility.

**Housing & Residence Life**

This unit provides a place of welcome and belonging for all first-year students, who are required to live on Grounds, and a home base of support for all those who choose to stay on Grounds during their remaining time at the University. Housing & Residence Life (HRL) staff oversee all residence hall programming and facilities, including the three residential colleges (Brown, Hereford, and International).
Student Health and Wellness

The Department of Student Health and Wellness (SHW) includes four subunits: Counseling and Psychological Services (CAPS); Medical Services; Office of Health Promotion (OHP); and the Student Disability Access Center (SDAC). The subunits share one mission—to help students reach their full potential by optimizing their well-being and health during their time at the University of Virginia and beyond. As the result of a close partnership with UVA Health, the department helps ensure ease of access and care for any external emergency or specialty referrals, as well as continued excellence in research and discovery related to college-aged health through the Student Health Office of Research Excellence (SHORE).

Since the opening of the University’s new Student Health and Wellness building in September 2021, the total number of student visits to SHW has increased by 22.3%. The new building allows the SHW team from all four of the department’s subunits to provide comprehensive services for students under one roof. In addition, students can swipe-in to the building until 2 a.m. on weeknights and on weekends, giving them access to enjoy the well-being spaces, gather with friends in the Student Lounge, host organizational meetings, or work with others on group projects.

Building Highlights

- 156,000 square feet
- 61 exam rooms (previously 36)
- 49 counseling rooms (previously 23)
- Wellness suite with multipurpose spaces dedicated to activities such as reflection, meditation, prayer, group projects or meetings, or quiet time
- Teaching kitchen (photo above)
- Collegiate Recovery Program
- 180-person multipurpose room
- Outdoor gathering and recreational spaces
- Indoor/outdoor student Living Room
- UVA Health satellite pharmacy
- Research center
University Career Center

The UVA Career Center engages students and supports them in the discovery and pursuit of meaningful lives. They do this by:

- Encouraging exploration
- Offering customized coaching and advising
- Fostering tailored connections
- Creating innovative programming
- Curating relevant content and technologies
- Developing essential skills
- Facilitating transformative experiences.

Through self-exploration activities, students assess their personal values, interests, and skills. The Career Center supports students in this foundational process by offering individual career counseling as well as interactive small-group workshops. Identifying connections between their academic major and potential career paths helps students develop goals and action steps unique to them. To ensure students gain perspective on specific career paths, the Career Center manages an extensive library of online career resources. Students also have access to a network of thousands of UVA alumni volunteers who provide career advice.

Many students use center resources to seek internships to gain experience in a field they wish to explore or intend to pursue after graduation. A number of programs and services support both externships (job shadowing) and internships, including job/internship fairs in the fall and spring.

As students complete their studies and prepare to embark on their post-graduation plans, some pursue graduate or professional schools, while others seek employment opportunities. The Career Center provides services and programs to support both. Students interested in graduate or professional schools often take advantage of the health, law, and graduate school advising services.

Strong partnerships and collaboration exist among the center and the affiliate career services offices within the UVA Alumni Association, McIntire School of Commerce, and the schools of Engineering and Applied Science, Education and Human Development, Architecture, and Data Science.

Office of African American Affairs

Established in 1976, the Office of African American Affairs (OAAA) ensures that Black students have a culturally sensitive environment to serve their academic and non-academic needs at the University of Virginia. The overarching strategic positioning of the office is to align the high graduation rates with correspondingly high graduating grade point averages. The intent is to ensure that students advance into graduate and professional schools as well as competitive workplaces.

Three component programs constitute the Cluster Program of OAAA: the Peer Advisor Program for fostering and facilitating entry and adjustment into the first year and for transfer students; the GradStar Program for providing academic advising, mentoring, coaching, and sponsoring of students; and the Luther P. Jackson Black Cultural Center, which houses the Black Male Initiative (BMI), Black College Women (BCW), and Project RISE, a student program for resolving issues through support and education.
The belief that students are trustworthy partners and will meet high expectations is a central assumption guiding Student Affairs’ work. Student self-governance serves as both a legal and philosophical framework for approaching this work. The legal origin of the approach is the delegation of authority from the Board of Visitors to students for disciplinary proceedings overseen by the Honor Committee and the University Judiciary Committee (UJC). Students are the only decision-makers in these self-governed 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 rests with the Honor Committee. Likewise, the President of Student Council and the Student Member of the Board of Visitors speak for the student body, not the Vice President, Dean of Students.

Responsibility for choices, actions, and decisions extends throughout student life. To foster their learning and development as citizen-leaders, students must be granted latitude to test their own ideas and be accountable for 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 faculty and staff to act as mentors for students, equipping them with the tools and knowledge to take responsibility for their success and failure – in the classroom, in resolving an issue with their roommate, in seeking support and resources, and in any number of other possible scenarios.

**Legal and Structural Elements**

The University’s relationship with its student organizations is structured to support the philosophy of self-governance. These organizations fall along a spectrum that ranges from “legally part of the University” to “legally independent from the University.” The illustration above summarizes the four classifications of student organizations, their levels of support, and degree of autonomy. The classifications include Agency, Special Status, Fraternal Organizations, and Contracted Independent Organizations (CIOs). The Student Engagement team in Student Affairs registered over 675 CIOs in 2022.

**Benefits and Challenges**

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 offer guidance and expertise, but students must ultimately be responsible for their choices. Making mistakes is expected, yet 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 exists to guide every interaction with students. The tension of allowing a student to attempt and fail, of deciding when to step in and when to step back, of giving a platform for dissenting and discordant student voices – all are the normal push-and-pull responses to embracing self-governance as an organic process.
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

Seven hundred and fifty 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, ACC distribution, 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 at virginiasports.com/
FINANCIAL PROJECTIONS

Projected Revenue FY22

- ACC Distribution: 28%
- GIA Revenue: 16%
- Student Fees: 12%
- Ticket Sales: 12%
- Other Revenue: 10%
- Sponsorships & Concessions: 8%
- Gifts from VAF: 7%
- Endowment Revenue: 4%
- Smith Center Suite Leases: 2%
- JPJ Arena Revenue: 1%

Projected Expenses FY22

- Salaries & Benefits: 38%
- Administrative & Support Expenses: 17%
- Scholarship Expenses: 17%
- Facilities Expenses: 8%
- Team Expenses (Includes Guarantees): 9%
- Other Expenses and Transfers: 5%
- Transfer to Renewal & Replacement: 3%
- G & A Charges: 3%
- Salaries & Benefits: 38%
- Administrative & Support Expenses: 17%
- Scholarship Expenses: 17%
- Facilities Expenses: 8%
- Team Expenses (Includes Guarantees): 9%
- Other Expenses and Transfers: 5%
- Transfer to Renewal & Replacement: 3%
- G & A Charges: 3%
2021–22 Highlights

TEAM
Virginia placed 11th in the final Learfield Director’s Cup standings, marking its 15th consecutive top-25 finish in the program for athletics excellence.

Virginia women’s swimming and diving captured its second NCAA national championship and men’s tennis won its fifth NCAA title in the past 10 seasons.

Men’s lacrosse and women’s tennis advanced to the NCAA quarterfinals, while rowing (ninth) and men’s swimming and diving (10th) added top-10 NCAA finishes.

Men’s track and field placed 14th at the NCAA Championships and women’s golf placed 15th.

Women’s soccer and field hockey advanced to the NCAA Sweet 16.

Eight wrestlers advanced to the NCAA Championships, tying for second-most in program history, and the Hoos had a quarterfinalist (Brian Courtney) for the fifth consecutive NCAA Championship.

Women’s swimming and diving (third consecutive), men’s tennis (second consecutive) and rowing (12th consecutive) captured ACC championships.

The Cavaliers claimed ACC regular-season titles in women’s soccer, men’s tennis and men’s lacrosse.

Women’s lacrosse advanced to the NCAA tournament for the 26th consecutive season and NCAA second round for the third straight season.

Men’s golf earned its 14th consecutive bid to the NCAA Regional Championships.

Baseball (39-19) advanced to its 19th NCAA Tournament.

Men’s basketball (21-14) advanced to the NIT quarterfinals and won 21 or more games for the 10th time under head coach Tony Bennett.

The UVA women’s squash team finished seventh in the Howe Cup, the nation’s top division of play.

The Virginia men’s squash team won its third consecutive Mid-Atlantic Squash Conference title.

INDIVIDUAL
Kate Douglass won the Honda Sport Award for Swimming & Diving, presented annually to the top women athletes in 12 NCAA sanctioned sports and signifies “the best of the best in collegiate athletics.”

Douglass was named College Swimming & Diving Coaches Association of America Women’s Swimmer of the Year.

Douglass won three individual (50 free, 100 fly, 200 breast) NCAA championships and was part of four NCAA relay championships (200 medley relay, 200 free relay, 400 medley relay, 400 free relay).

Douglass was named ACC Swimmer of the Year.
Alex Walsh was named the ACC Women’s Most Valuable Swimmer with three individual ACC titles (200 IM, 200 free and 200 breast) and three relay championships.

Walsh won three individual NCAA championships (200 IM, 400 IM, 200 fly) and was part of three NCAA championship relays (200 free relay, 400 medley relay, 400 free relay).

Gretchen Walsh claimed one individual NCAA championship (100 free) and was part of four NCAA championship relays (200 free relay, 400 medley relay, 200 medley relay, 400 free relay).

Walsh was selected as the ACC Women’s Freshman of the Year.

Claudio Romero captured the NCAA discus title.

Romero was named ACC Men’s Field Performer of the Year.

Mia Barnett (women’s track) was named ACC Women’s Freshman of the Year.

Wrestler Jay Aiello won the bronze medal for the United States at 97kg in the U23 World Championships on Saturday (Nov. 6) as he represented the United States in the international event.

Lexi Cuomo was part of two NCAA championship relays (200 medley relay, 200 free relay).

Aly Hussein of the Virginia men’s squash team has been named the Mid-Atlantic Squash Conference Men’s Player of the Year.

Beth Lillie became the first Cavalier to post two top-10 finishes at the NCAA Women’s Golf Championships. Lillie finished stroke play in ninth place for the second consecutive year.

Iñaki Montes de la Torre was named ACC Men’s Tennis Player of the Year.

Emma Navarro was named ACC Women’s Tennis Player of the Year.

Reilly Tiltmann was part of one NCAA championship relay (400 free relay).

Alexis Wenger was part of two NCAA championship relays (200 medley relay, 400 medley relay).

Kate Douglass

COACHES

Todd DeSorbo (women’s swimming), Andres Pedroso (men’s tennis), Kevin Sauer (rowing) and Lars Tiffany (men’s lacrosse) earned ACC Coach of the Year honors.

DeSorbo was named College Swimming & Diving Coaches Association of America Women’s Coach of the Year.
DeSorbo was named ACC Women’s Swimming Coach of the Year for the third straight season

DeSorbo was named College Coach of the Year by the United States Olympic & Paralympic Committee (USOPC)

Andres Pedroso (men’s tennis) was named the Wilson ITA National Men’s Coach of the Year

Pedroso was named the Wilson ITA Atlantic Region Men’s Coach of the Year

Associate head coach Scott Brown (men’s tennis) was voted the nation’s top men’s assistant coach

Brown was voted the region’s assistant coach of the year

Sara O’Leary (women’s tennis) was named the Wilson ITA Atlantic Region Coach of the Year

Gina Suarez-Malaguti (women’s tennis) was voted Wilson ITA Atlantic Region Assistant Coach of the Year

Amaka “Mox” Agugua-Hamilton was named head coach of the Cavaliers’ women’s basketball program, serving as the head coach at Missouri State the past three seasons

Tony Elliott took over as Virginia’s Fralin Family Head Football Coach in December after working the previous 11 seasons at Clemson

ACADEMICS

In December UVA announced a Graduation Success Rate (GSR) of 95%, matching its highest in the 15-year history of the NCAA issuing the report

Four Cavalier programs - women’s cross country, women’s golf, women’s lacrosse and women’s track and field – posted perfect multi-year rates of 1,000. A total of 18 (of 23) teams had a perfect APR for the 2020-21 academic year

Jake Gelof (first team), Owayne Owens (first team) and Natasha Subhash (second team) were named 2021-22 Division I Academic All-America by the College Sports Information Directors of America (CoSIDA)

UVA had 127 student-athletes receive ACC All-Academic Honors

Kate Douglass (women’s swimming) and Nicola Lawless (rowing) were named ACC Scholar-Athlete of the Year

Matt Moore was selected as the 2022 Senior CLASS Award winner in NCAA Division I men’s lacrosse. The award is given annually to the most outstanding senior or graduate-level student-athlete in Division I men’s lacrosse

Courtlynne Caskin (women’s lacrosse), Rebecca Jarrett (women’s soccer) and Owayne Owens (men’s track and field) earned 2022 Weaver-James-Corrigan Postgraduate Scholarship awards

Women’s lacrosse student-athlete Alex Burtnett received the T. Rodney Crowely Jr. Memorial Scholarship that recognizes a student who demonstrates leadership, sportsmanship, character and integrity

Volleyball student-athlete Milla Ciprian was presented the Louis A. Onesty Memorial Scholar-Athlete Award from the Seven Society during Valedictory Exercises

The Virginia men’s lacrosse team had program-best six student-athletes - Jeff Conner, Payton Cormier, Petey LaSalla, Jack Peele, Grayson Sallade and Cade Saustad - on the United States Intercollegiate Lacrosse Association’s (USILA) Scholar All-American list

Twelve rowers - Cameron Bentley, Abbie Bird, Emma Bradish, Janet Conklin, Nora Grabcheski, Nicola Lawless, Ailbhe O’Grady, Lauren Orr, Sonja Schlosser, Katie Stephens, Zoe Tekelian and Leia Till - were named Collegiate Rowing Coaches Association National Scholar-Athletes

Virginia’s men’s and women’s swimming & diving teams were named College Swimming and Diving Coaches Association of America (CSCAA) Scholar All-America Teams and 18 student-athletes earned 2021-22 Scholar All-America honors

465 UVA student-athletes were named to the ACC Academic Honor Roll for registering a grade point average of 3.0 or better for the full academic year

Braeden Dial (women’s lacrosse) was awarded Frank W. Finger Undergraduate Prize from the Psychology Department

Owayne Owens (men’s track and field) and Rebecca Jarrett (women’s soccer) were awarded the Longevity of Excellence Award from OAAA during Valedictory Exercises
Led by Associate Vice President for Safety and Security Timothy J. Longo, Sr., the mission of the Department of Safety and Security (DSS) is to be a partner dedicated to making the community safe for everyone. Staff across DSS units empower and educate the UVA community to recognize, prevent, and respond to situations that may compromise safety and security with an emphasis on resilience and continuity of operations. In recent years, the University has invested in hardening the physical infrastructure, attracting a diverse and qualified employment pool, providing quality and relevant training, and advancing security and safety technology.
Safety and Security | SERVICES, TEAMS

University Police Department (UPD)

The largest unit in the Department of Safety and Security, UPD provides a host of unique services for the University Community. From the community-focused approach of our sworn police officers to the security staff who protect people and property in UVA Health and on-Grounds, the Police Department strives to ensure the safety and well-being of those who work, study, or visit the Grounds.

Through our Mutual Aid and Cooperative Patrol Agreements, UPD sworn officers extend their patrols and engagement into nearby communities. In the fall of 2021, UPD began a new program called “COPS” (Community-Oriented Policing Squad). The unit of four UPD officers patrols areas off Grounds such as the Corner and other places where students live and socialize. The “COPS” unit works closely with Corner businesses and community members to build relationships to promote a culture of safety.

To further enhance safety off Grounds, the University contracts with third-party provider RMC to operate the highly visible Ambassador program. Ambassadors are not law enforcement, but rather act as a force multiplier patrolling areas that need additional attention and utilizing real-time radio communication to call for law enforcement or medical services. Ambassadors staff the Public Safety Station on the Corner. Upon request, Ambassadors provide walking escorts for students.

DSS AT A GLANCE

50K total people UPD serves on-Grounds daily (average)

75 sworn police officers

66 security officers

6,800 service calls UPD conducts annually (average)

200 community events UPD conducts annually (average)

>90% patrol officers and supervisors trained in crisis intervention to find crisis resolutions outside criminal justice system

2021 Year UPD gained certification from the Commission on Accreditation for Law Enforcement Agencies

24/7 UPD hours of operation and hours when all DSS units are “on call”

444 Public emergency phones tested and monitored by DSS

213 Public Access Automated External Defibrillators (AEDs) managed by UVAEM
Safety and Security | SERVICES, TEAMS continued

Clery Act Compliance

The Clery Act is a federal law designed to create safer campuses by mandating transparency around crime. In addition to publishing an Annual Fire Safety and Security Report, the Clery Act Compliance office issues required warning notifications to the UVA community about incidents that may pose a serious or ongoing community threat.

Youth Protection

UVA adopted the Protection of Minors and Reporting Abuse policy in 2019 to safeguard minors in certain UVA and UVA-affiliated programs. The Office of Youth Protection oversees program registration, trains staff to recognize and report signs of suspected child abuse and neglect, and provides additional safeguards for minors. Last year, the Office of Youth Protection supported youth programs and camps serving more than 10,000 children coming to programs hosted by UVA.

Emergency Management

UVA Emergency Management (UVAEM) leads the University’s planning, mitigation, preparedness, response, and recovery efforts in collaboration with partners across Grounds, at our separate campuses, and with the community at-large, to continually improve the University’s preparedness and resiliency. As part of these efforts, UVAEM assesses hazards that may impact the University and manages the efforts to mitigate the effects. UVAEM develops and maintains the enterprise Critical Incident Management Plan and brings together members of the Critical Incident Management Team to train and respond to an emergency or large-scale event.

The office maintains the institution’s Continuity of Operations Plan, works with departments and schools in their emergency and continuity planning efforts, is the administrative office for the University’s emergency notification system, and leads emergency planning efforts for large gatherings and major events. UVAEM also oversees the Public Access Automated External Defibrillator (AED) Program for the Academic Division.

Safety and Security Technology

Safety and Security Technology systems are a cost-effective method to increase safety on-Grounds. The Safety and Security Technology Systems office provides strategic planning, development, and management of safety and security technologies to align with contemporary standards and best practices in the deployment of CCTV, access control, alarm systems, and emergency notification systems. This office develops and recommends institutional policies and procedures related to safety and security technology. The director works closely with other DSS units to deliver holistic safety and security plans and strategies that serve to improve the efficacy of emergency response, threat assessment, police and security patrols, and creates a value-added component to crime prevention. Proper integration of these systems creates safer indoor and outdoor facilities across Grounds.

Threat Assessment

In compliance with Virginia Code §23.1-805, the University has established a Violence Prevention Committee (VPC) and Threat Assessment Team (TAT). The TAT assesses, manages, intervenes, and mitigates acts or threats of violence by or against faculty, staff, students, patients, visitors, and others not affiliated with UVA. The VPC and TAT include representatives from Student Affairs, Human Resources, University Counsel’s Office, University Police, Equal Opportunity and Civil Rights, Counseling and Psychological Services, Faculty and Employee Assistance Program, and Patient Safety & Risk Management.

Charlottesville-UVA-Albemarle Emergency Communications Center

The University is an equal partner in the Charlottesville-UVA-Albemarle Emergency Communications Center (ECC), the region’s 911 Center, with members of the Department of Safety and Security serving on the ECC Management Board. This relationship provides the community with a coordinated response to their emergency calls.
OPERATING BUDGET APPROVED FOR 2022-23

$4.8B

Academic Division, $2,095.4M
Medical Center, $2,655.8M
UVA Wise, $71.3M

INCREASES FROM THE 2021-22 BUDGET

Increase of 5.4% for Academic Division, 10.9% for Medical Center
due to acquisition of new hospitals, and 26.6% for UVA Wise driven by
significant re-investment by the Commonwealth.

UVA’S NET POSITION AND TOTAL ASSETS

As of March 31, 2022 (unaudited), the University’s net position was
$13.3B and total assets were $19.0B.

BOND RATING

The University’s highly regarded AAA bond rating, which it has held
since 2003, continues to be affirmed by all three rating agencies
(Moody’s Investor Services, Standard & Poor’s, and Fitch Investor
Services). 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.
GRAPHIC SNAPSHOTs

Operating sources
Academic Division budget 2022-23

- Tuition & Fees (36%) $758.9M
- Externally Sponsored Programs (22%) $473.1M
- Sales & Services and Other (10%) $211.1M
- Endowment Distribution (13%) $270.2M
- State Appropriations (11%) $231M
- Expendable Gifts (9%) $187.1M

Operating uses
Academic Division budget 2022-23

- Instruction (26%) $551.1M
- Research & Public Service (24%) $504.3M
- Academic Support (17%) $354.8M
- Auxiliaries (8%) $176.5M
- Financial Aid (9%) $195M
- O&M of Physical Plant (2%) $44.2M
- General Administration & Internal Debt Service (10%) $215.6M
- Student Services (3%) $53.9M
Over the period, 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. The state appropriation decreased from 17% of Academic Division operating budget in FY2002-03 to 11% in FY2022-23. During the same period, tuition & fees increased from 24% to 36% and private support (expendable gifts & endowment distribution) has increased from approximately 13% of the operating budget to 22%, demonstrating the University’s ability to generate sustained and significant resources in light of declining proportional support from the Commonwealth. The recently approved FY2022-2023 budget, though not recovering to the proportional levels of state support in FY2002-2003, did reflect a significant increase in state funding (11%) not seen in recent years, with the total state support of $231M reaching UVA’s highest-ever dollar amount for state funding.

Over the past 20 years, the Academic Division has consistently allocated more than half (50%) 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 depended on the availability of federal and other sponsored funding as well as the University’s success in recruiting and retaining research faculty and staff. Current investments in through the Strategic Investment Fund, in line with the 2030 Plan, support the continued growth of the research portfolio and the University’s subsequent research successes. Another significant area of investment has been financial aid to support access and affordability, through the AccessUVA program and matched with contributions from the Strategic Investment Fund as part of the Bicentennial Scholars Fund.
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 associated organizations. UVIMCO invests the endowment and other long-term funds held by the University and its associated organizations in the Long Term Pool, approximating $14.2B as of April 30, 2022.

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 associated organizations 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 $3.6B (as of 6/30/21) over investing in a passive benchmark portfolio. UVIMCO also manages the Short Term Pool for University and associated organization funds with near-term liquidity needs.

Earlier this year, UVIMCO released its Investor Responsibility Framework with guidance from the Advisory Committee on Investor Responsibility (ACIR) and other University stakeholders. The framework outlines UVIMCO’s commitment to investor responsibility through integrating ESG in the investment process, transitioning the endowment to net-zero by 2050, addressing fossil fuel investments through Fossil Fuel Investment Principles, and increasing engagement with their external investment managers. Additionally, UVIMCO released its inaugural Investor Responsibility Report, which builds on the progress of the framework and will be released on an annual basis to demonstrate advancement of their sustainability priorities.

LEADERSHIP

Robert Durden, Chief Executive Officer/Chief Investment Officer
Kristina Alimard, Chief Operating Officer
Mitch Cohen, UVIMCO Board Chair

See www.uvimco.org for a full UVIMCO Board list and additional information.
INVESTMENTS AND 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.

Performance

<table>
<thead>
<tr>
<th>Asset Allocation</th>
<th>Market Value</th>
<th>Time-Weighted Returns (Annualized)</th>
<th>Apr-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Millions</td>
<td>% LTP 1 YR 3 YR 5 YR 10 YR 20 YR FYTD</td>
<td></td>
</tr>
<tr>
<td><strong>Long Term Pool</strong></td>
<td>14,244</td>
<td>100.0</td>
<td>7.6</td>
</tr>
<tr>
<td>Policy Benchmark</td>
<td>100.0</td>
<td>(4.5)</td>
<td>8.1</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>3,684</td>
<td>25.9</td>
<td>(10.8)</td>
</tr>
<tr>
<td>Public</td>
<td>1,694</td>
<td>11.9</td>
<td>(18.8)</td>
</tr>
<tr>
<td>Long / Short</td>
<td>4,219</td>
<td>29.6</td>
<td>36.5</td>
</tr>
<tr>
<td>Real Assets</td>
<td>1,801</td>
<td>12.6</td>
<td>49.0</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>11,398</td>
<td>80.0</td>
<td>8.2</td>
</tr>
<tr>
<td>MSCI All Country World Equity</td>
<td>75.0</td>
<td>(5.0)</td>
<td>9.9</td>
</tr>
<tr>
<td><strong>Fixed Income, Cash &amp; MAC</strong></td>
<td>1,081</td>
<td>7.6</td>
<td>9.8</td>
</tr>
<tr>
<td>Marketable Alternatives</td>
<td>545</td>
<td>3.8</td>
<td>3.0</td>
</tr>
<tr>
<td>Credit</td>
<td>718</td>
<td>5.0</td>
<td>(1.7)</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>381</td>
<td>2.7</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Fixed Income, Cash &amp; MAC</strong></td>
<td>2,725</td>
<td>19.1</td>
<td>3.4</td>
</tr>
<tr>
<td>Bloomberg Barclays Aggregate Bond</td>
<td>25.0</td>
<td>(3.4)</td>
<td>2.3</td>
</tr>
<tr>
<td><strong>Portfolio Management and Overlays</strong></td>
<td>121</td>
<td>0.8</td>
<td>0.2</td>
</tr>
</tbody>
</table>
Led by Vice President Mark Luellen, University Advancement has 250 employees and is part of UVA’s greater Advancement community, serving as a partner with the schools and units as well as the many volunteers who are committed to the University’s success. The University’s Advancement community supports the University’s mission by fundraising for pan-University strategic priorities.

Honor the Future Campaign

The quiet phase of UVA’s current capital campaign, Honor the Future, began in the summer of 2017, and in June 2018, the Board of Visitors approved a campaign goal of $5B with a projected completion date of June 30, 2025. The University celebrated the public launch in October 2019 on-Grounds, and in cities across the country during the winter of 2020 and spring of 2022. As of June 30, 2022, $4.1B has been committed, which is more than the University received in its last campaign that ended in 2013.
CAMPAIGN PROGRESS

The chart below shows total commitments and philanthropic cash flow for the Honor the Future campaign as of June 30, 2022, for the last five fiscal years.

Total commitments represent the combination of new commitments (new gifts, private grants, bequests, deferred gifts, donor-advised fund gifts, and non-binding commitments) and new future support (expectancies). Over the last five years, the average run rate for total commitments was $607M compared to $323M for the five years prior, a growth rate of 88%.

Philanthropic cash flow measures actual gifts received by the University during a specific fiscal year. It includes cash or cash equivalents received for philanthropic purposes; it does not include pledges or future support (bequest expectancies, annuities, etc.). The average run rate for cash flow over the last five fiscal years is $391M compared to $249M for the five years prior, a growth rate of 57%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Commitments</th>
<th>Philanthropic Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$557 million</td>
<td>$295 million</td>
</tr>
<tr>
<td>2019</td>
<td>$850 million</td>
<td>$359 million</td>
</tr>
<tr>
<td>2020</td>
<td>$531 million</td>
<td>$389 million</td>
</tr>
<tr>
<td>2021</td>
<td>$508 million</td>
<td>$428 million</td>
</tr>
<tr>
<td>2022</td>
<td>$589 million</td>
<td>$486 million</td>
</tr>
</tbody>
</table>

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 close to 500 staff University-wide. Advancement programs for the Batten School of Leadership & Public Policy, Center for Politics, Contemplative Sciences Center, Diversity, Equity, & Inclusion, Miller Center, Weldon Cooper Center, Global Affairs, School of Architecture, School of Education, School of Engineering and Applied Sciences, School of Medicine, School of Nursing, Student Affairs, Virginia Athletics, University Arts, and University Libraries currently have a dual reporting line into University Advancement. Most schools and units have University Associated Organizations that aim to increase philanthropic support for their respective schools/units; each is a separate 501(c)(3) organization with its own leadership board. UVA’s associated organizations that partner with University Advancement include:

- Alumni Association
- College Foundation
- Darden School Foundation
- Jefferson Scholars Foundation
- Law School Foundation
- McIntire School of Commerce Foundation
- UVA Wise Foundation
UNIVERSITY-ASSOCIATED ORGANIZATIONS (UAO)

Summary

Twenty-three University Associated Organizations support the University’s mission, strategy, and operating goals. Each UAO is unique in its objectives, yet all share a vision to promote the University as one of the preeminent public institutions in the nation. Every UAO exists and operates for the benefit of the University by providing one or more of the following support functions: fundraising, asset management, programs and services. The UAOs 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.

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

The Board of Visitors recognizes the importance of and is committed to building strong relationships with UAOs. Because of this vital interest, the BOV has established requirements to strengthen collaboration, recognize UAOs’ independence, achieve strategic alignment, and ensure transparency of operations.

University-UAO Relations, Policy, and Governance

The Relationship with University-Associated Organizations policy (BOV-008) gives guidance to University-UAO relationships with the Board of Visitors having ultimate authority to confer or withdraw recognition of a UAO.

The President has administrative authority for University-UAO relations, including the authority to execute a UAO Memorandum of Understanding with recognized UAOs. Once in place, the MOU is the governing document detailing common expectations and responsibilities for the University and for the UAO. Each year the University President or designee initiates an annual compliance process and each UAO submits a completed certification letter affirming current compliance with the UAO MOU.

The policy and UAO MOU require each University-Associated Organization’s governing board include two University representatives, both full voting members, one appointed by the BOV and one by the President.
## University Representatives to UAO Boards

<table>
<thead>
<tr>
<th>Organization</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>Ian B. Baucom</td>
</tr>
<tr>
<td>Batten School Foundation</td>
<td>Mark T. Bowles</td>
<td>John C. Jeffries Jr.</td>
</tr>
<tr>
<td>College Foundation</td>
<td>John L. Nau III</td>
<td>Mark M. Luellen</td>
</tr>
<tr>
<td>Darden School Foundation</td>
<td>C. Evans Poston Jr.</td>
<td>Paul Mahoney</td>
</tr>
<tr>
<td>Engineering Foundation</td>
<td>Adam Nelson Harrell Jr.</td>
<td>Melur K. Ramasubramanian</td>
</tr>
<tr>
<td>Foundation of the State Arboretum of Virginia</td>
<td>Susan G. Harris</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>Jefferson Scholars Foundation</td>
<td>Allison Cryor DiNardo</td>
<td>James E. Ryan</td>
</tr>
<tr>
<td>Law School Foundation</td>
<td>Carlos M. Brown</td>
<td>John C. Jeffries Jr.</td>
</tr>
<tr>
<td>Licensing &amp; Ventures Group</td>
<td>John G. Macfarlane III</td>
<td>Michael Lenox</td>
</tr>
<tr>
<td>McIntire School of Commerce Foundation</td>
<td>TBD</td>
<td>Mark M. Luellen</td>
</tr>
<tr>
<td>Medical School Foundation</td>
<td>Dr. James H. Bowles Jr.</td>
<td>Megan J. Bray, M.D.</td>
</tr>
<tr>
<td>Miller Center Foundation</td>
<td>Barbara J. Fried</td>
<td>John C. Jeffries Jr.</td>
</tr>
<tr>
<td>Osher Lifelong Learning Institute</td>
<td>Althea Brooks</td>
<td>Gary Nimax</td>
</tr>
<tr>
<td>Rare Book School</td>
<td>Robert Bruner</td>
<td>Victoria Harker</td>
</tr>
<tr>
<td>School of Architecture Foundation</td>
<td>George K. Martin</td>
<td>Mark M. Luellen</td>
</tr>
<tr>
<td>School of Education and Human Development Foundation</td>
<td>Suhrid Gajendragadkar</td>
<td>Mark M. Luellen</td>
</tr>
<tr>
<td>University of Virginia Investment Management Company</td>
<td>James B. Murray Jr.</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Physicians Group</td>
<td>TBD</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Foundation</td>
<td>Daniel Abramson</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>UVA Health Foundation</td>
<td>Dr. L.D. Britt</td>
<td>Mark M. 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>David Martel</td>
</tr>
<tr>
<td>Virginia Athletics Foundation</td>
<td>W. Heywood Fralin</td>
<td>Mark M. Luellen</td>
</tr>
</tbody>
</table>
The University’s annual capital planning process ensures that major capital projects — defined as new construction, renovation, or infrastructure projects with budgets of $5M 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 Major 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 expected once a project is complete. The Major Capital Plan is presented annually to the Board of Visitors for approval in June.

Once a major capital project is approved, the Buildings and Grounds Committee reviews and approves the concept, site, and design guidelines and the schematic design for the project.

In 2021, UVA contracted with HKA Global, Inc. to engage in an independent review of the University’s major capital program with three main objectives:

- Evaluate total project costs of major capital projects at UVA
- Identify primary cost drivers and benchmark costs against peers
- Develop recommendations to address factors that influence the cost of capital projects

HKA concluded that UVA’s costs are in line with comparable higher education institutions and industry norms and recognized positive elements of UVA’s governance model, while also recommending a series of opportunities to improve the program. A cross-functional team is engaged in implementing these recommendations and the Senior Vice President for Operations and State Government Relations provides updates at each meeting of the Buildings and Grounds Committee.
2022 MAJOR CAPITAL PLAN

In accordance with the University’s capital planning process, the University updates the Capital Plan annually to add new projects, remove projects that are no longer a priority, and evaluate/prioritize projects based on the following criteria:

- Aligns with institutional priorities/strategy and supports the University’s long-term mission;
- Responds to a legal, compliance, or regulatory mandate;
- Addresses a life-safety risk;
- Addresses more than one school, unit, or function;
- Provides value and benefit and minimizes potential risk to the University and the community;
- Improves current conditions;
- Presents a viable funding plan for both construction and ongoing expenses;
- Is flexible to adapt to changing needs and/or is able to be repurposed for other University needs; and
- Has considered a plan for engaging and communicating with stakeholders.

In June 2022, the Board of Visitors approved the 2022 Major Capital Plan (http://svpo.virginia.edu/capplan) for the Academic Division, UVA Health, and UVA’s College at Wise totaling $2.8 billion ($883 million in construction, $838 million in planning/design; $1.1 billion authorized but not yet initiated.)

Historical Capital Construction Expenditures, 2013-2022
(Figures In Millions)

Since FY2013, capital project expenditures – construction, renovation, infrastructure, maintenance reserve, and acquisitions – across all three divisions total $2.8B ($1.7B for the Academic Division, $1.0B for UVA Health, and $53M for the College at Wise), averaging nearly $278M each year.
Infrastructure & Service by the numbers

**FACILITIES/UTILITIES**

3,301 acres (1,240 acres of contiguous area near Grounds) owned by the University of Virginia.

10,000 trees (about) on Grounds, not including groves or woodlands.

569 buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of $5.5B. (Figures may change after July 1).

309 buildings in the Academic Division (including Medical School, School of Nursing and Health Sciences Center library). Of those, 72% are more than 30 years old.

69 historical buildings (determined by UVA and DHR/V-CRIS).

903,851 assignable square feet of research labs and research lab service.

3,301 acres (1,240 acres of contiguous area near Grounds) owned by the University of Virginia.

10,000 trees (about) on Grounds, not including groves or woodlands.

569 buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of $5.5B. (Figures may change after July 1).

309 buildings in the Academic Division (including Medical School, School of Nursing and Health Sciences Center library). Of those, 72% are more than 30 years old.

69 historical buildings (determined by UVA and DHR/V-CRIS).

903,851 assignable square feet of research labs and research lab service.

345,594 assignable square feet of classroom space.

6.06 miles of utility tunnels

226 miles of underground heating (steam/condensate, medium temperature hot water), cooling (chilled water), water/sewer and storm sewer distribution lines.

2,479 solar panels on Grounds (890 UVA owned, 1,589 Dominion owned).

123,800 solar panels off-Grounds at UVA Hollyfield Solar and UVA Puller Solar facilities.

1.2M pounds of surplus property from the landfill diverted during the fourth year of operation for the ReUSE Store

**INFORMATION TECHNOLOGY**

1,186,824 computing IDs in the Identity & Access Management System

829,396,013 unique emails processed in 2021.

2,084,166 email messages received daily (2021 average).

586,792 incoming emails detected daily as spam (2021 average).

767,275 hours of Zoom meetings & classes.

4,070,286 Zoom meeting attendees.

30,500 phones to which ITS provides service

57M phone calls handled in 2021.
59,673 total contacts made to the UVA Help Desk in 2021.

6,536 phishing reports processed by the Information Security team in 2021.

172M average daily attacks blocked by our intrusion protection system/firewalls in 2021.

DINING SERVICES

7,800 students on meal plans.

30+ dining locations on-Grounds.

1.4M residential meals served.

4,300 catered events, serving 300,000+ people in an average year.

700,000 people served through concessions program in an average year.

840+ lbs. of food donated to the UVA community.

594,000 lbs. of food waste diverted from the landfill through compost partnership in 2022.

HOUSING

7,061 student beds; Fall 2021 occupancy projection: 98% of graduate beds and 95% of undergraduate beds occupied.

350-bed apartment-style upperclass residence hall on Brandon Avenue set for a 2024 opening.

79 faculty/staff beds; currently housing 26 faculty and 46 staff or visitors with 91% occupancy.

70,000 bed nights provided by Conference Services & Summer Session.

UVA BOOKSTORES & CAVALIER COMPUTERS

8,000+ different texts offered in hard copy and digital format (includes sales and rentals).

7,000+ hard copy texts rented providing $210,000 in student savings.

42,700+ digital texts rented providing $340,000 in student savings.

96 laptops donated to students.

2,500+ computers and cell phones serviced.

35,000+ computers and computer related products purchased on behalf of University departments.

2,100+ computer-related items purchased by faculty and staff.

$20M contributed by the Bookstore and Cavalier Computers to University endowments supporting AccessUVA scholarships.

PRINTING & COPYING SERVICES

35,000 sq. ft. production facility.

3 full-service copy centers.

875+ copier/printers throughout the academic, hospital, and research areas of the University, including off-Grounds locations.

44 public printers across Grounds in libraries, student lounges, and labs producing over 1.3M impressions.

MAIL SERVICES

4.2M+ pieces of incoming and outgoing U.S. Mail and departmental messenger mail items for the Academic Division and Health System processed and delivered.

$220,000 cost savings generated annually.

UNIVERSITY ID CARDS

15,000+ ID cards for students, faculty and staff annually.

CHILD CARE CENTERS

115 child capacity at the Copeley Center.

64 child capacity at the Earhart St. Center.

CEMETERY & COLUMBARIUM

1,388 in-ground plots and 11 columbarium walls containing 904 vaults.

197 in-ground plots and 473 columbaria vaults remain available for sale as of June 2022.
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 that fuel regional prosperity.

$5.9B
Estimated economic impact

51,653
Estimated employment impact through jobs
Commercializing Technology

Research and innovation stimulate economic growth in the Commonwealth and foster business development, industry collaboration, and community partnerships. The University is a key contributor to a higher education system that propelled Virginia to America’s top state for business in 2019 and again in 2021.

The UVA research enterprise generates $2.02B in research proposal activity annually with $436M in sponsored research awards in 2021.

The UVA Licensing & Ventures Group (LVG) manages intellectual property and technology commercialization for UVA’s research portfolio. LVG solicited and/or received 172 invention disclosures from UVA faculty, staff, and students; executed 92 commercial transactions; issued 44 US patents; and launched four new ventures. (FY21)

The $10M UVA LVG Seed Fund supports new ventures emerging from the UVA portfolio. As of June 2021, the UVA LVG Seed Fund has deployed $6.2M across 12 companies, with two exits. UVA LVG Seed Fund II ($10M) will be launched in 2022.

Growing an Entrepreneurial Ecosystem

UVa is an active and enthusiastic member of a burgeoning entrepreneurial ecosystem that is cultivating and promoting successful startup companies in Virginia.

The LVG Entrepreneurs in Residence (EIR) program is a cohort of experts, entrepreneurs, and executives in residence to accelerate startup formation from the UVA research portfolio. The program is a powerful resource offering UVA faculty innovators access to seasoned professionals with experience in early-stage technology commercialization and new venture creation.

Catalyst is a long-format, regional accelerator providing early-stage startups in central Virginia—regardless of UVA affiliation—with nine months of program support, including: $20,000 in grant funding, workspace, experienced founders, industry experts, monthly programming, dedicated staff, and access to over $50,000 in additional resources.

Venture Central, an initiative designed by UVA, the city of Charlottesville, the Charlottesville Regional Chamber of Commerce, and Albemarle County spurs startup success, job growth, and investment. The effort coordinates disparate resources, connects entrepreneurs to a support network, offers targeted programs, and serves as a “front door” to the entrepreneurial community.

UVA works with regional partners to drive the growth of emerging industry clusters in Central Virginia. One example is UVA’s collaboration with the Charlottesville BioHub to strengthen the regional biotechnology industry sector which currently includes over 75 life science-related firms.
Talent Pipeline

UVA is preparing students for in-demand jobs, generating a skilled and educated workforce for Virginia that is critical to business expansion.

The Office of Economic Development partnered with UVA’s Career Center to secure a State Council of Higher Education for Virginia (SCHEV) grant supporting regional collaborative efforts to expand paid internships and other work-based learning opportunities. The program, Virginia Talent + Opportunity Partnership (V-Top), will create conditions for talent to remain in the state.

A Talent Development Roundtable convenes a group of pan-University talent representatives to share information, develop ideas, and collaborate with regional, state, and industry partners. This effort bolsters talent attraction and retention while amplifying UVA’s talent development efforts.

Support for the Charlottesville Biohub Internship Program (CHIP) provides immersive, industry-side experiences for local students. Matching funds enable local biotechnology companies to provide a 10-week, paid summer experience for local college students at all levels of study. A total of 15 students comprises the 2022 cohort.

UVA joined with Virginia colleges and universities to commit to doubling the state’s tech graduates as part of a bold vision for a historic tech-talent pipeline initiative that was central to recruiting Amazon HQ2 to the Commonwealth. UVA will receive $33M through 2039 to support the expansion of degrees in computer science-related areas.

The Propel Management Consulting Program is a collaboration between the Central Virginia Small Business Development Center (CVSBDC), the UVA Career Center, and the UVA Office of Economic Development to engage students in meaningful internships that help rural businesses develop an online presence. Projects launched in summer 2020 focused on problem-solving, strategy, and branding for businesses in Central Virginia. Students will build relevant business and technology skills while propelling local economic growth.
New Models for Economic Growth

*UVA partners with the Commonwealth to advance new models for economic growth that leverage novel public-private partnerships.*

UVA’s **Affordable Housing Initiative** will support the development of 1,000 to 1,500 affordable housing units over the next decade. Current activities include strategy development, program management, extensive community engagement, collaboration with regional housing organizations, and work across the University to bring expertise to bear on this groundbreaking work.

UVA helps shape and support proposals for **GO Virginia**, a bipartisan, business-led economic development initiative that is changing the way regions collaborate on economic and workforce activities. UVA has recently helped lead projects related to entrepreneurship, biotech, and business development. One example is UVA’s technical support for the **Black Entrepreneurial Advancement and Community Opportunity Network (BEACON)**, a program under Charlottesville’s New Hill Development Corporation, designed to grow startups and emerging businesses that benefit the local economy, food system, and underserved entrepreneurs in Central Virginia.

UVA engages with higher education partners and industry to spur economic growth. Some examples include the **Commonwealth Center for Advanced Manufacturing (CCAM)**, the **Commonwealth Center for Advanced Logistics Systems (CCALS)**, and the **Commonwealth Cyber Initiative (CCI)**. These efforts drive additional research activity and provide unique opportunities for faculty and students.
The University of Virginia’s leadership role in environmental stewardship and broader social and economic sustainability issues has evolved and expanded with significant acceleration over the past decade. UVA’s prominence in sustainability continues to build upon many years of leadership and support from the Board of Visitors as well as the work of thousands of individuals.

The University’s robust, interconnected approach to sustainability develops transformative and high-impact solutions across curriculum, research, operations, and community engagement with more than 370 sustainability-related courses, over 250 faculty involved in sustainability-related research (representing over 83% of academic departments), more than 30 sustainability-focused student groups, dozens of programs, over 100 annual events, and countless individual actions. Strategic collaboration on pan-University sustainability initiatives leverages the combined strengths of the University Committee on Sustainability, Office for Sustainability, Environmental Resilience Institute, Student Council Sustainability Committee, Global Environments + Sustainability program, and many other related efforts.
Because of this collaborative and robust approach, UVA has achieved **AASHE STARS Gold** certification from the Association for the Advancement of Sustainability in Higher Education. AASHE STARS (Sustainability Tracking, Assessment, & Rating System) measures an institution’s sustainability performance across curriculum, research, engagement, operations, planning, administration, and innovation. UVA is currently one of 70 institutions worldwide with Gold certification under the most recent version of the rating system. According to the Princeton Review, UVA is one of the nation’s most environmentally responsible colleges. The **2022 Princeton Review Guide to Green Colleges** includes 420 schools based on a survey of administrators at 835 colleges about their institutions’ commitments to the environment and sustainability. The company’s editors analyzed more than 25 data points from the survey to tally Green Rating scores for the schools on a scale of 60 to 99, selecting schools with a score of over 80 for the list. UVA received a score of 93.

Building upon the Board of Visitors’ December 2019 sustainability resolution, in October 2020 UVA announced the adoption of its second Sustainability Plan, outlining ten bold goals within a ‘Steward, Engage, Discover’ framework to guide progress for the next decade. The **2020-2030 UVA Sustainability Plan** is an important next chapter in UVA’s sustainability journey and builds upon sustainability commitments in UVA’s 2030 Strategic Plan, previous sustainability commitments and goals endorsed by the Board of Visitors, and the 2016-2020 Sustainability Plan. UVA is also working with the College of William and Mary in a partnership focused on the goal to achieve carbon neutrality by 2030; the Ivy Plus-Listening Post Sustainability Consortium; and the City of Charloettesville and Albemarle County to share best practices on climate action. UVA’s goals include:

1. Be carbon neutral by 2030 and fossil fuel free by 2050
2. Reduce water consumption 30% below 2010 levels by 2030
3. Reduce waste footprint to 30% of 2010 totals by 2030 (a 70% reduction)
4. Reduce nitrogen emissions by 30% below 2010 levels by 2030
5. Increase sustainable food purchases to 30% by 2030
6. Advance equitable places
7. Build accountability for sustainability goal achievement
8. Enhance sustainability teaching
9. Promote sustainability research
10. Support Grounds-engaged research and learning

UVA’s strategic sustainability framework seeks pan-university and interdisciplinary connections at all levels of the University to **STEWARD** our resources on-Grounds and beyond; **ENGAGE** our community and build sustainability awareness; and **DISCOVER** solutions to global challenges through research, curriculum, and using the Grounds for engaged learning.

**ACCOUNTABILITY**

With guidance from the University Committee on Sustainability, are currently developing plans in alignment with the 2030 Sustainability Plan. The Darden Graduate School of Business became UVA's first school to publish its own comprehensive sustainability plan, which includes goals to develop 100 new teaching cases, publish 100 new articles, and deliver 100 courses – all on sustainability topics.
STEWARD

The University is making great strides towards achieving UVA's goals to be carbon neutral by 2030 and fossil fuel free by 2050. Overall emissions in 2021 were reduced 43% compared to 2010 levels. UVA is currently ranked in the top 30 (#24) in the EPA's top colleges and universities for annual total green power usage, in large part because of UVA's two utility scale solar projects (Hollyfield and Puller), as well as solar panels in six locations on Grounds. The Office for Sustainability is facilitating the development of an updated climate action plan, which outlines strategies to achieve carbon neutrality by 2030 and is closely connected to a Strategic Thermal Energy Study currently underway at the University.

UVA also has a strong sustainable buildings program. To date, UVA has achieved 78 LEED certifications, including the UVA's College at Wise, representing over 4.5M square feet of LEED certified space. The UVA Green Building Standards in the University’s Facility Design Guidelines include both process-oriented and prescriptive requirements aligned with UVA's goals. Over the past three years, the Building Energy Efficiency program (formerly known as Delta Force) has invested $6.3M in energy efficiency projects, resulting in a reduction of $21.6M in energy costs. Typical projects include upgrades from pneumatic controls to direct digital controls, LED lighting upgrades, ventilation optimization, and HVAC scheduling. These projects also result in improved lighting quality, indoor air quality, and comfort for the occupants. Laboratories are responsible for one-third of UVA's energy consumption, and the Office for Sustainability has invested in a program that is proportional to the size of this challenge. Launched in 2022, the Sustainable Labs Program expands and integrates the Green Labs and Smart Labs programs in UVA lab buildings, featuring lab ventilation risk assessments, retro-commissioning, and tailored outreach and engagement that directly support researchers in undertaking sustainability initiatives. As for UVA's fleet, UVA's Parking & Transportation Department has purchased four battery electric buses for its transit system, a key first step in eventually transitioning its entire fleet away from diesel fuel. The new buses, which are due on Grounds in the fall of 2023, are an important step towards decarbonizing UVA's fleet.

Waste minimization and diversion is also a major focus area. Starting in July 2021, UVA prohibited the purchase, distribution, or sale of certain single-use plastics, specifically plastic and polystyrene food service containers, plastic straws and cutlery, water bottles, and shopping bags. UVA formed a working group of more than 40 representatives across the University to implement a robust communications strategy and ensure transition to other options such as compostable and reusable materials. Components of this strategy include training and both broad and targeted messaging, and have included students, staff, faculty, community members, vendors, and local caterers.

Since 2010, UVA has reduced its potable water consumption by 26.5%. In 2021, UVA consumed 422M gallons of potable water, compared to 574M gallons in 2010. UVA Dine maintained its sustainable food purchases, measured as a percentage of total expenditures and based on AASHE STARS criteria, as 33% of total food spend.

ENGAGE

Reflecting on student feedback, the Office for Sustainability prioritized expanding volunteer opportunities by establishing a new Service-Learning program. A student-led team organized more than 10 volunteer opportunities for the UVA community, recruiting more than 250 students to participate in everything from kayak clean-ups to Green Games to garden workdays. Three student leadership programs returned to in-person programming and peer-to-peer education around Grounds this year. The Zero Waste Ambassadors program, established in spring 2021, provided students a hands-on opportunity to contribute directly to UVA's waste minimization goal. Throughout the academic year, 30 student volunteers helped sort waste at Newcomb, O'Hill, and the Amphitheater. The team collected approximately 4,000 pounds of compost and helped educate hundreds of their peers about waste minimization best practices. Eco-Leaders, a partnership between Housing & Residence Life and the Sustainability team, gives students a space to advocate for sustainability actions inside residential halls. Twenty-four Eco-Leaders led sustainability training for respective residents, organized educational field trips to locations like Black Bear Composting, and rallied support for UVA's annual Dorm Energy Challenge. UVA's longest-standing student engagement program, Sustainability Advocates, invited 70 students to participate in a campaign-based leadership program. This year, students focused on raising awareness of the 2030 Sustainability Plan goals and
educating peers on sustainable food choices. Students organized projects ranging from pop-up farm stands to updating the curriculum page of the Sustainability website.

UVA’s **Equity and Environment Fund** entered its fifth year and supported projects at the intersection of equity and the environment. This year, Close to Home was a well-attended exhibit organized by a UVA student and highlighted works of art focused on natural environments under threat from climate change. Additionally, UVA student volunteers assisted Charlottesville Community Bikes, Safe Routes to School, and other local groups with a Mobile Clinic program, providing access to bicycle repair services and safety education.

**A Picturing Climate Justice** exhibit was a collaboration between The Equity Center (a UVA Democracy Initiative Center for the Redress of Inequity through Community-Engaged Scholarship), UVA Sustainability, and the Jefferson School African American Heritage Center. Picturing Climate Justice provided a window into local actions calling for a just response to climate change. Photographs, original artwork, and maps from summer youth programming activities sponsored by local community-based organizations are presented alongside interactive data tools to shed light on the nature of climate injustice in our region. The exhibit also offered visions for a more just regional response to climate change, inviting us all into the work of climate justice.

**DISCOVER**

This academic year, the **Environmental Thought and Practice** academic program grew by almost 80% with 51 students enrolled, 13 of whom graduated in May. The number of affiliated faculty also grew to a total of 35 across 14 different departments. The pan-University Global Studies major and its six tracks continue to thrive and grow. The **Global Environments + Sustainability** track celebrated its largest class to date — 42 students pursuing the major and 70 students pursuing the minor — and offered 12 new courses.

This summer, UVA launched the inaugural **Summer Decarbonization Academy**, a hands-on learning experience for current rising third-year, fourth-year, and graduate students who are interested in working towards UVA’s goals of being carbon-neutral by 2030 and fossil fuel-free by 2050. Participants are engaged with faculty and staff through the program’s two signature components. First, participants will complete a hands-on, individual decarbonization learning project. Second, participants will complete group-based shared learning activities to develop connections among the fellows and foster dissemination of cutting-edge content.

The Environmental Resilience Institute’s (ERI) **Graduate Summer Fellows, Intern and Extern Programs** have grown to over 100 students engaged in interdisciplinary research to date. ERI also expanded experiential learning opportunities to 16 student projects led by alumni and community partners. An interdisciplinary multi-institutional team led by ERI was awarded $5M to create the **Coastal Futures Hub**. Researchers and community residents will co-produce open-source decision-support tools to enhance climate adaptation and resilience in rural coastal Virginia. The Hub will build community capacity needed to respond effectively to saltwater intrusion from accelerated sea-level rise and more severe storm flooding. Researchers in the ERI have partnered with the College of Arts & Sciences, the School of Data Science, and the School of Engineering and Applied Science on an initiative bridging global-scale climate dynamics with regional/local processes and systems to guide decision-making for equitable climate resilience and sustainability outcomes. The new initiative, **Global-to-Local** (G2C), was funded by the Prominence-to-Preeminence (P2PE) STEM Targeted Initiatives Fund.

ERI hosted the **Environmental Resilience and Sustainability Grand Challenges Research Forum** in partnership with the Office of the Executive Vice President and Provost and Office of the Vice President for Research. The event kicked off a University-wide discussion to identify potential areas of focus in which to invest $20-50M in Environmental Resilience and Sustainability research. ERI also hosted the **Climate Ambition Summit**. The event brought together UVA researchers, leading global experts, University leaders, and the broader UVA community to explore how the University of Virginia can rise to the challenge of climate change and play a leading role in discovering climate solutions. Over 3,000 people registered for the event series.

For more information please visit [www.sustainability.virginia.edu](http://www.sustainability.virginia.edu)