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.

Similar to colleges and universities across the country, and indeed the world, the University of Virginia’s instruction, research, medical care, and business operations have been heavily affected by the coronavirus pandemic over the past year and a half. Although at the time of this writing UVA intends to return to on-Grounds teaching and activities this fall, circumstances may change. For up-to-date information on the University’s programs and activities, visit www.virginia.edu or the appropriate school’s or unit’s website.
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### STAYING IN THE KNOW

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

Subscribe to the weekly Engage UVA email, the UVA Today Daily Report and other UVA e-newsletters, the Governor’s Office email list and Inside Higher Ed’s e-newsletters.

Read Trusteeship Magazine and The Chronicle of Higher Education – some content is available only to subscribers but may be accessed through the Chronicle’s social media pages.

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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.

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 the approval of designs for the School of Data Science and the Hotel/Conference Center; major investments in research, including the Karsh Institute of Democracy and the President and Provost’s Fund for Institutionally Related Research; 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.

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 56 distinct awards totaling just under $710M.

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.
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.

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. Fall Convocation, 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.
COMMITTEE CHARGES

**The Academic and Student Life Committee** shall have oversight of matters relating to athletics, culture and safety, educational policy, and research programs. The Committee shall oversee matters relating to student conduct, residential and social life, extracurricular activities, food services, health, and such other matters relating to student affairs as may be brought to its attention; and athletic policy and programs, both intramural and intercollegiate.

In exercising its responsibilities for educational policy and research programs, the committee shall have responsibility in all matters relating to educational and research policies and programs except for those matters subject to the oversight of the Health System Board. The committee shall exercise oversight over the proposal of new degrees and educational programs by the President, the conditions affecting the recruitment and retention of faculty members, the adequacy of instructional and research facilities, and such other matters relating to the educational policies and programs as may be brought before it by the President or Provost or referred to it by the Board.

**The Advancement Committee** shall have responsibility in all matters pertaining to University development, alumni affairs, and public communications. This responsibility shall include the oversight of University capital campaigns, branding efforts, commemorations, and all other programs that promote the University publicly and with alumni and friends. As part of this responsibility, the committee’s oversight will include the University-related foundations and their activities to raise funds on behalf of the University.

**The Audit, Compliance, and Risk Committee** shall have oversight responsibility for internal audit, compliance, and enterprise risk management programs for the academic and medical center divisions, as it relates to financial, operational, compliance, strategic, and reputational risks. The committee shall have direct access to internal and external auditors to assess performance, the scope of audit activities, and the adequacy of internal accounting controls. The committee shall review, at least annually, the institution’s risk governance framework including the risk assessment and mitigation strategies. The committee also shall receive periodic reports on other such audit, compliance, and risk matters from the State auditor, senior management, and the institution’s internal audit, compliance, and enterprise risk management leaders. Such leaders shall also have direct access to the board.
COMMITTEE CHARGES continued

The Buildings and Grounds Committee shall have responsibility in matters relating to land use and the physical plant. It shall be responsible for land use planning and acquisition policy as well as exercising oversight over the use of space and the care, maintenance, and security of the University’s buildings and grounds including furnishings and equipment; the selection of architects and engineers and the siting, construction, and naming of new buildings; and such other matters relating to the buildings and grounds of the University as may come before it. On behalf of the Board, it shall approve the siting and design of new buildings and shall make progress reports to the Board on its actions.

The Executive Committee shall meet upon the call of the Rector. It shall consider all matters referred to it by the Rector, the Vice Rector, or the President and shall, in the interim between meetings of the Board, be vested with the powers and authority of the full Board and shall take such action on all matters that may be referred to it as in its judgment is required. All such actions taken by the Executive Committee in the interim between meetings of the Board shall require a two-thirds vote of the whole number of committee members, and their actions shall be reported to the Board at the next regular meeting and shall, if confirmation is required, be confirmed and approved by the Board at that time.

In addition to the above, the Executive Committee shall organize the working processes of the Board and recommend best practices for governance to the Board. More specifically, the Executive Committee shall:

1. Develop and recommend to the Board a statement of governance setting out the Board’s role;
2. Periodically review the Board’s bylaws and recommend amendments;
3. Provide advice to the Board on committee structure, appointments and meetings;
4. Develop an orientation and continuing education process for Visitors that includes training on the Virginia Freedom of Information Act;
5. Create, monitor, oversee, and review compliance with a code of ethics for Visitors;
6. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
As part of its responsibilities, the Executive Committee shall work with the President to encourage and support an atmosphere at the University that ensures that diverse members of the University of Virginia and Charlottesville communities are treated equally and fairly. This is essential to creating an educational experience for students to prepare them for productive and responsible citizenship in the world beyond the University community. This responsibility includes encouraging and supporting the attraction and retention of a diverse group of students, faculty, and staff. “Diverse” includes race and ethnicity, age, gender, disability status, sexual orientation, religion and national origin, socio-economic status, and other aspects of individual experience and identity.

On behalf of the Board, the Executive Committee shall be responsible for working with the University administration on communication strategies and messaging with respect to emerging and urgent issues including informing and educating policy makers and regulatory oversight organizations and bodies.

The Finance Committee shall be responsible in all matters relating to the University's financial affairs and business operations. It shall review and approve the annual budget and the setting of tuition rates, student fees, and other student charges for recommendation to the Board. On behalf of the Board, it shall establish metrics and monitor programs for organizational excellence, approve the investment of endowment and other funds and the purchase of real and personal property, and it shall make progress reports to the Board on its actions.

The committee shall maintain liaison with the University of Virginia Investment Management Company, a nonprofit, nonstock corporation organized under Virginia law to provide investment and investment management and related services to the University of Virginia, and shall monitor and review periodically the performance of the Company.

The Finance Committee shall be responsible for all matters relating to funding research programs and partnerships of the University. The scope shall include all forms of research funding: external and internal sources of research support, startup packages for faculty, and commercialization activities and translational research. The committee may offer guidance on such issues as strategic investments in research, the infrastructure for research, strategic partnerships that enhance research capability and impact, and intellectual property policies.
COMMITTEE CHARGES continued

The Health System Board is charged with oversight of the operations of the Medical Center and the Transitional Care Hospital for Joint Commission on Accreditation of Hospital Organization purposes, as well as oversight of the School of Medicine and the faculty physicians, as delegated by the Board of Visitors.

The Rector shall serve as a voting member, and he shall appoint five other members of the Board of Visitors, including the chair, to serve as voting members of the Health System Board; one of these members shall be the chair of the Finance Committee and one of these members shall be a physician with administrative and clinical experience in an academic medical center. The Board of Visitors may appoint no more than six public non-voting members of the Health System Board to serve for initial terms not to exceed four years. The President of the University, the Executive Vice President and Provost of the University, the Executive Vice President and Chief Operating Officer of the University, the Executive Vice President for Health Affairs, the Chief Executive Officer of the Medical Center, the Dean of the School of Medicine, the Dean of the School of Nursing, and the President of the Clinical Staff of the Medical Center shall serve as non-voting advisory members.

The Committee on The University of Virginia’s College at Wise is charged with the oversight of the College and the advancement of its mission and with bringing its needs and concerns to the attention of the Board of Visitors. The committee will assist the Chancellor in carrying out the Chancellor’s duties and will further the goals of The University of Virginia’s College at Wise.
**MEETING REQUIREMENTS**

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

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**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.
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 Honor the Future $5-B fundraising campaign is on track to meet the goal and has currently raised more than $3.5B; a new school of Data Sciences was established; and planning is well 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.

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.
EXECUTIVE VICE PRESIDENT AND PROVOST

M. Elizabeth (Liz) Magill The executive vice president and provost of the University is responsible for advancing academic excellence at all levels of the University. Liz Magill assumed the role in 2019.

Before becoming provost, Magill served seven years as the Richard E. Lang Professor of Law and dean of Stanford Law School. Before joining Stanford, she was on the faculty at the University of Virginia School of Law for 15 years, serving as vice dean, the Joseph Weintraub–Bank of America Distinguished Professor of Law, and Elizabeth D. and Richard A. Merrill Professor. Magill is a distinguished scholar and teacher of administrative and constitutional law. A fellow of the American Academy of Arts and Sciences and a member of the American Law Institute, she has been a visiting professor at Harvard Law School, held a fellowship in the Law and Public Affairs Program at Princeton University, and was the Thomas Jefferson visiting professor at Downing College, Cambridge University.

As the chief academic officer, Ms. Magill directs UVA's educational, scholarly, and research priorities. The provost appoints, manages, and advises the deans of the 12 schools and the library, and oversees enrollment (undergraduate admission, student financial services, University registrar) online learning, and the academic administration of the art museums, public service activities, numerous University centers, and foreign study programs.

The provost also works with the president and senior university leaders - including the deans, the executive vice president for health affairs, the executive vice president and COO, the vice president for research, the dean and CEO of UVA | Northern Virginia, and the vice president for student affairs – to develop a strategic vision focused on providing a unique undergraduate educational experience, supporting superior graduate and professional education, and increasing research productivity and effectiveness.

In partnership with the COO, Ms. Magill steers the annual budget process for the University and coordinates the administrative, fiscal, and support functions of the University with its academic purposes. The provost develops and maintains plans for academic programs, resource allocations, and innovations in all programs. The provost has oversight responsibility for the recruiting, hiring, retention, and performance of faculty and for the University’s promotion and tenure process. She also oversees critical enrichment experiences in the areas of global affairs, arts and outreach. The Provost’s Office is located in Madison Hall.
Jennifer (J.J.) Wagner Davis began her tenure as executive vice president and chief operating officer (EVP-COO) in November 2018. Previously, she served as senior vice president for administration and finance at George Mason University (GMU) for five and a half years. Prior to her time at GMU, Ms. Davis served the state of Delaware for almost 20 years in such capacities as cabinet secretary-director of the Office of Management and Budget, deputy secretary of education, and associate secretary of education for policy and administrative services. In her last five years in Delaware, she was the vice president for finance and administration at the University of Delaware (UD). Both at UD and GMU, she provided management and oversight for functions similar to her current role as EVP-COO.

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 the Medical Center. The EVP-COO partners with the EVP-provost, the EVP for health affairs, vice presidents, deans, and other university leaders to foster strong relationships among academic, healthcare, and administrative areas. 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.

Additionally, the EVP-COO is the University’s primary liaison with University of Virginia Investment Management Company, University of Virginia Foundation, University Physician’s Group, and the Foundation of the State Arboretum of Virginia. She serves as chair on the University of Virginia Investment Management Company Advisory Committee chair of Investor Responsibility.

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. Each oversees major portions of the University’s finance and operations functions. In addition, staff overseeing the following functions report to the EVP-COO: organizational excellence, university police, safety and security, economic development, the University policy program, and operations communications. The EVP-COO’s Office is located in O’Neil Hall at 445 Rugby Road.
EXECUTIVE VICE PRESIDENT FOR HEALTH AFFAIRS AND CEO OF UVA HEALTH

K. Craig Kent, MD, is the CEO of UVA Health and executive vice president for health affairs at the University of Virginia. He is responsible for overseeing all UVA Health operations.

A researcher, educator, and physician, Dr. Kent is an internationally recognized leader in academic medicine. He is a member of the National Academy of Medicine and former chair (2019-2020) of the American Board of Surgery.

Prior to joining UVA Health, Dr. Kent served as dean of The Ohio State University College of Medicine, vice president for health sciences and the Leslie H. and Abigail S. Wexner Dean’s Chair in Medicine. In his time there, Dr. Kent contributed significantly to growth of the clinical enterprise, research and education and made notable advancements in areas of culture, physician compensation, philanthropy and collaboration among the health sciences colleges.

Before Ohio State, Dr. Kent served as chair of the Department of Surgery at University of Wisconsin School of Medicine & Public Health, and was chief of the Division of Vascular Surgery at Weill Medical College of Cornell University and Columbia College of Physician Surgeons.

He has been a funded researcher for more than 25 years, investigating molecular mechanisms underlying vascular disease with the goal of developing new treatments utilizing innovative methods of drug delivery. Dr. Kent has authored more than 325 articles and 65 book chapters, and has served on the editorial boards of multiple medical journals. He has lectured nationally and internationally with more than 50 named visiting professorships and keynote presentations.

Dr. Kent earned his medical degree from the University of California, San Francisco where he also completed his surgical residency. He then completed a research and clinical fellowship in vascular surgery at Brigham and Women’s Hospital. After completing fellowship Dr. Kent joined the faculty at Harvard Medical School where he rose to the level of Associate Professor of Surgery.

ACCREDITATION

The University of Virginia is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master’s, educational specialist, and doctoral degrees. The University’s eligibility for Title IV funds is dependent on SACSOC accreditation. Every 10 years, the University undergoes an extensive reaffirmation process according to the guidelines and principles established by the Commission. The University completed its most recent reaffirmation in 2017, without recommendation. To satisfy reaffirmation requirements, the University addressed approximately 90 standards and developed a Quality Enhancement Plan (QEP) focused on advancing writing across the undergraduate curriculum. In between decennial reaffirmations, the University is required to submit a Fifth-Year Interim Report where it must address approximately 20 reaffirmation standards and summarize the outcome of its QEP. The University’s next fifth-year report is due March 2023. SACSCOC publishes its accrediting standards in Principles of Accreditation: Foundation for Quality Enhancement. The standards were last revised January 1, 2018.
# University Leadership

## CABINET

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<td>John C. Jeffries Jr.</td>
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<td>Chancellor of the University of Virginia’s College at Wise</td>
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<td>Colette Sheehy</td>
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<td>Mark M. Luellen</td>
<td>Vice President for Advancement</td>
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<td>David W. Martel</td>
<td>Vice President for Communications and Chief Marketing Officer</td>
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<td>Kevin G. McDonald</td>
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<td>Melody S. Blanchetto</td>
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<td>John Kosky</td>
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<td>Melur K. “Ram” Ramasubramanian</td>
<td>Vice President for Research</td>
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<tr>
<td>Robyn S. Hadley</td>
<td>Vice President and Chief Student Affairs Officer</td>
</tr>
<tr>
<td>Carla G. Williams</td>
<td>Vice President for Intercollegiate Athletics</td>
</tr>
<tr>
<td>Vacant</td>
<td>Associate Vice President for State Government Relations and Special Assistant to the President</td>
</tr>
<tr>
<td>Virginia H. Evans</td>
<td>Vice President and Chief Information Officer</td>
</tr>
<tr>
<td>Margot Rogers</td>
<td>Vice President for Strategic Initiatives</td>
</tr>
<tr>
<td>Susan G. Harris</td>
<td>Special Assistant to the President and Secretary to the Board of Visitors</td>
</tr>
<tr>
<td>Margaret S. Grundy</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>Carolyn D. Saint</td>
<td>Chief Audit Executive</td>
</tr>
<tr>
<td>Melody C. Barnes</td>
<td>Executive Director of the Karsh Institute of Democracy</td>
</tr>
<tr>
<td>William J. Antholis</td>
<td>Director of the Miller Center</td>
</tr>
<tr>
<td>Lily West</td>
<td>President and CEO, UVA Alumni Association</td>
</tr>
<tr>
<td>Susan E. Kirk, M.D.</td>
<td>Chair of the Faculty Senate</td>
</tr>
<tr>
<td>Patricia Jennings</td>
<td>Chair-Elect of the Faculty Senate</td>
</tr>
<tr>
<td>Joel Hockensmith</td>
<td>Immediate Past Chair of the Faculty Senate</td>
</tr>
<tr>
<td>A. Bobby Chhabra, M.D.</td>
<td>President, UVA Physicians Group</td>
</tr>
<tr>
<td>Wendy M. Horton</td>
<td>Chief Executive Officer, UVA Medical Center</td>
</tr>
</tbody>
</table>

## DEANS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
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</thead>
<tbody>
<tr>
<td>Maurice Apprey</td>
<td>African American Affairs</td>
</tr>
<tr>
<td>Ian B. Baucum</td>
<td>College and Graduate School of Arts and Sciences</td>
</tr>
<tr>
<td>Scott C. Beardsley</td>
<td>Darden School of Business</td>
</tr>
<tr>
<td>Philip E. Bourne</td>
<td>School of Data Science</td>
</tr>
<tr>
<td>Julie I. Caruccio (Interim)</td>
<td>Students</td>
</tr>
<tr>
<td>Pamela F. Cipriano (Interim)</td>
<td>School of Nursing</td>
</tr>
<tr>
<td>Gregory B. Fairchild (Dean and CEO)</td>
<td>UVA</td>
</tr>
<tr>
<td>Risa L. Goluboff</td>
<td>School of Law</td>
</tr>
<tr>
<td>Alex E. Hernandez</td>
<td>School of Continuing and Professional Studies</td>
</tr>
<tr>
<td>Malo A. Hutson</td>
<td>School of Architecture</td>
</tr>
<tr>
<td>Nicole Thorne Jenkins</td>
<td>McIntire School of Commerce</td>
</tr>
<tr>
<td>Melina R. Kibbe, M.D.</td>
<td>School of Medicine (effective 9/15/21)</td>
</tr>
<tr>
<td>Robert C. Pianta</td>
<td>School of Education and Human Development</td>
</tr>
<tr>
<td>Gregory W. Roberts</td>
<td>Undergraduate Admission</td>
</tr>
<tr>
<td>Ian H. Solomon</td>
<td>Frank Batten School of Leadership and Public Policy</td>
</tr>
<tr>
<td>John M. Unsworth</td>
<td>Libraries</td>
</tr>
<tr>
<td>Jennifer L. West</td>
<td>School of Engineering and Applied Science</td>
</tr>
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## VICE PROVOSTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Megan A. Barnett</td>
<td>Academic Initiatives</td>
</tr>
<tr>
<td>Maité Brandt-Pierce</td>
<td>Faculty Affairs</td>
</tr>
<tr>
<td>Adam R. Daniel</td>
<td>Planning</td>
</tr>
<tr>
<td>Stephen Farmer</td>
<td>Enrollment</td>
</tr>
<tr>
<td>Brie Gertler</td>
<td>Academic Affairs</td>
</tr>
<tr>
<td>Ronald R. Hutchins</td>
<td>Academic Technology</td>
</tr>
<tr>
<td>Jody K. Kielbasa</td>
<td>The Arts</td>
</tr>
<tr>
<td>Stephen D. Mull</td>
<td>Global Affairs</td>
</tr>
<tr>
<td>Louis P. Nelson</td>
<td>Academic Outreach</td>
</tr>
<tr>
<td>Anda L. Webb</td>
<td>Administration</td>
</tr>
</tbody>
</table>
Employee snapshot

28,411 Total UVA Employees

17,732 Academic Division
8,987 Medical Center
989 University of Virginia Physicians Group
703 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: 28,411

- Academic Division: 17,732
- Medical Center: 8,987
- UPG: 989
- Wise: 703

**GENDER**

- Male: 38.9%
- Female: 61.1%

*Note: This graph incorporates staff data only. See page 26 for faculty data.

**EMPLOYEE TYPE**

- Staff: 16,306
- Student Workers: 5,964
- Faculty: 4,286
- Other (wage, temp, etc.): 1,855

**ETHNICITY**

- African American: 10.1%
- Other Minority: 16.9%
- Non-minority: 73%

*Note: This graph incorporates staff data only. See page 26 for faculty data.

**AGE**

- Generation Z (1997-present): 16.9%
- Generation Y/ Millennials (1981-1996): 38.2%
- Generation X (1966-1980): 26.4%
- Baby Boomers (1946-1964): 17.9%
- Silent Generation (1928-1945): 0.6%

*Note: This graph incorporates staff data only. See page 27 for faculty 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. Budget sources are reported in the thousands.

**FY2020-21 Proportional Sources of Funding – by School**

**FY2019-20 Proportional Sources of Funding – by School**
Total N=2927; this graph includes all salaried academic faculty in 12 schools, including those with temporary administrative appointments.

ACADEMIC FACULTY BY SCHOOL FALL 2020

Medicine, 693, 56%

ACADEMIC FACULTY BY SCHOOL AND TYPE FALL 2020

General/NTT Faculty
Tenured & Tenure Track Faculty

Administrative and Professional (A&P) faculty with tenure are included in the TTT faculty count.
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

% Minority
DISTRIBUTION OF TENURED & TENURE-TRACK FACULTY
BY BROAD AGE AND YEAR, 1990-2020

DISTRIBUTION OF GENERAL FACULTY
BY BROAD AGE AND YEAR, 1990-2020

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.”
**UNIVERSITY OF VIRGINIA**

**Enrollment**

**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 2020-2021, they came from every county and city in the Commonwealth, every state in the union, and 104 countries around the world.

From Fall 2010 to Fall 2020, total on-Grounds enrollment grew by 13%—16% for undergraduates, and 6% for graduate and professional students. As of 2019, the last year for which comparative statistics are available, the four-year graduation rate for UVA undergraduates was 88.5%, the highest among public universities and the fourth highest 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. To prepare the next projections, which are due in 2023, the Provost will engage the deans and divisions of the University in collaborative planning, beginning in Fall 2021.

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**ENROLLMENT HIGHLIGHTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>364</td>
<td>57%</td>
</tr>
<tr>
<td>2021</td>
<td>47,997</td>
<td>41%</td>
</tr>
</tbody>
</table>

**Note:** “Students of color” are defined here as FTFY applicants who have accepted their offers of admission for Fall 2021 and have self-identified as one or more of the following: Black or African American, Asian, Native Hawaiian or Other Pacific Islander, Hispanic, or Native American or Alaska Native.
UNDERGRADUATE ENROLLMENT
FALL 2020

Engineering 2,911
Commerce 718
Education & Human Development 488
Nursing 437
Architecture 360
Continuing & Professional Studies 237
Leadership & Public Policy 167

Arts & Sciences 11,587

Data include all degree-seeking students enrolled at fall census.

GRADUATE ENROLLMENT
FALL 2011 - FALL 2020

Data include all degree-seeking students enrolled at fall census.

University of Virginia | Board of Visitors Office 29
FIRST-TIME FIRST-YEAR UNDERGRADUATE ADMISSION TRENDS

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

Notes:
1) 2021 data are preliminary as of June 16. Data from 2016-2020 are from fall census.
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

% Native Hawaiian or Other Pacific Islander

Notes:
1) 2021 data are preliminary as of June 16. Data from 2016-2020 are from fall census.
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 2020-21, UVA provided approximately $161M in need-based financial aid from all sources to undergraduate students through its financial aid program, Access UVA.

36.3% of undergraduate students had need.

56.4% of undergraduate students received some level of financial assistance.

67% of our undergraduate students graduate with no debt; of the 33% of students who graduated with debt in 2020, the average need-based debt was $10,593 for in-state undergraduates and $16,152 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 $24,579 and for out-of-state students, it is $27,924.

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

Each year, the University proposes tuition rates to the Board of Visitors for approval, keeping increases as low as possible to minimize impact on students while sustaining academic excellence across the Grounds. Rates vary by school and meet the University’s multi-year objective of holding tuition increases at a rate of roughly inflation-plus-1%, using the Higher Education Price Index as the benchmark. In April 2021, the Board decided to hold the base rate of tuition steady, in recognition of the financial stress visited upon many students’ families during the pandemic.

IMPACT OF COVID-19

Student Financial Services, in conjunction with the Office of the Vice President for Student Affairs, created an application process to assist undergraduate, graduate, and professional students who were enrolled in the Spring 2020 semester and the 2020-21 academic year. The students could request emergency grant funding for expenses related to the disruption of campus operations due to the pandemic including, but not necessarily limited to, travel, technology, food, medication, and other living expenses. Funding for these efforts was initially provided by the University, but later supplemental funding was provided through the federal Coronavirus Aid Relief and Economic Security (CARES) Act and the Higher Education Emergency Relief Fund (HEERF II). The University has disbursed both tranches of emergency funding, which totaled $11.7M in grants to be paid directly to students. For the upcoming academic year, 2021-2022, the federal government has provided an additional $15.2M in emergency grant funding for students. The University is finalizing how these monies will be disbursed.
The University responded quickly when the pandemic began, shifting courses online, moving students out of residence halls, and converting most of the Academic Division’s faculty and staff to remote work for the remainder of the academic year.

Like so many others, the University faced significant challenges when turning to the 2020-2021 academic year. Longer-term solutions and innovations emerged as Academic Division and UVA Health leaders and their teams partnered in new ways, developing new policies, programs, and procedures and revising them as needed to mitigate the spread of COVID. Faculty explored new instructional approaches, and researchers worked tirelessly to contribute to fighting the virus. UVA stood up multi-faceted testing programs for students and employees, partnered with the Virginia Department of Health (VDH) to provide testing throughout the community, and to vaccinate individuals based on criteria established by VDH.

Faculty and staff alike are looking forward to the 2021-22 academic year with in-person classes once again the default mode of instruction. UVA has a high vaccination rate, with vaccinations required for students and expected of employees who are working on-Grounds. Drawing from experience since March 2020, University leaders are poised to make any necessary adjustments to public health measures instituted to prevent the spread of the virus.

### ACADEMIC COVID FACTS

**Fall 2020**

- **98%** Undergraduate students returned to taking classes despite the pandemic.
- **64%** Undergraduate students enrolled in online classes only; 36% enrolled in at least one in-person, in-person with remote option, hybrid, or hybrid with remote option class.
- **26%** Graduate students enrolled in online classes only; 74% enrolled in at least one in-person, in-person with remote option, hybrid, or hybrid with remote option class.
- **40%** Graduate students represented among the researchers approved to return to the labs.

**4,200 Classes** Moved online in one week in March 2020

**1.4M Hours** of Zoom meetings and classes in 2020

---

**January Term 2021**

- **104 Courses**
- **116 Class sections**
- **Over 6,300 enrollments** up from 1000 in 2020
**STUDENT COVID FACTS**

Number of students in isolation and quarantine throughout the year

**5,650**

Off-Grounds: **3,548** | On-Grounds: **2,102**

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**Students Living in UVA Housing or Local Area Housing**

Undergraduate: **60.4%**

Graduate/Professional: **23.5%**

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**Fall 2020:**

Nonlocal: **3,758**

UVA/Local: **20,032**

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**Spring 2021:**

Nonlocal: **3,710**

UVA/Local: **19,586**

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**FINANCIAL COVID FACTS**

**Academic Division Projected Sources of COVID-19 Funds for FY20 and FY21**

- **$38,806,068**
- **$4,500,000**
- **$2,598,200**
- **$5,250,000**

Total Funds Available: **$92,836,568**

One-Time Sources to be Identified: **$38,806,068**

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**Academic Division Projected COVID-19 Financial Impact for FY20 and FY21**

- **COVID Response (PPE, Testing, I/Q, technology)**
- **Lost Revenue (Auxiliary, J-term/summer, fees)**
- **Athletics COVID Response and Lost Revenues**
- **Student, Employee, Contractor, & Community Needs**

Projected FY20 and FY21 Financial Impact: **$131,642,636**

FY22 Estimate: **$30M - $50M**
UVA HEALTH COVID FACTS
Statistics for the Period of 3/10/20 – 6/22/21

Number of UVA Patients Tested for COVID-19

- Inpatient/Emergency Department: 18,900
- Outpatient: 50,757
- TOTAL: 69,657

Number of Hospitalizations: 1,729
Number of ICU Stays: 730
Risk-Adjusted COVID Mortality Index (through May 2021): .47*

Number of Vaccine Doses Administered (12/15/20 – 6/21/21): 120,082
Number of Volunteer Vaccinators: 675

*As of May 2021, the UVA risk-adjusted COVID mortality index was 0.47 (observed/expected mortality). Based upon rankings of academic medical center from Vizient, this placed UVA in the top 5 in terms of performance.

COVID-19 Telehealth Statistics (3/10/20 – 6/15/21)

- Number of telehealth visits by UVA providers: 177,330
- Number of virtual Urgent Care visits in the Emergency Department: 290
- Number of remotely monitored adult and pediatric patients with COVID: 1,042

UVA COVID Tracker
Shows the positivity rate, daily new cases & tests during the academic year 2020-21 as well as interventions by UVA to mitigate COVID-19.

Positivity Rate
7-day average

New Cases
Daily new cases & 7-day average

Tests
Daily count & 7-day average

Data from the UVA COVID Tracker as of 6/24/21, UVA Health
School of Architecture
College and Graduate School of Arts & Sciences
Frank Batten School of Leadership and Public Policy
McIntire School of Commerce
School of Continuing and Professional Studies
Darden School of Business
School of Data Science
School of Education & Human Development
School of Engineering & Applied Science
School of Law
School of Medicine
School of Nursing
The University of Virginia’s College at Wise
Center for Politics
Miller Center of Public Affairs
Library
Vice President for Research
Pan-University Institutes
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 postdoctoral 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 served as a tenured professor at the Graduate School of Architecture, Planning, and Preservation at Columbia University where he was director of the Urban Planning Ph.D. Program, the Urban Community and Health Equity Lab, and Columbia World Projects, a university-wide initiative focused on significant global challenges.

Read more about Dean Hutson at https://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 | 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

The Andrew W. Mellon Foundation funded a three-year, $750,000 initiative to develop summer institutes, starting with three field schools, devoted to “Recovering Erased Histories” — understanding the historic architecture and cultural landscapes of communities that have lived on the margins of American experience. ■ The newly formed Arctic Research Center was awarded a five-year, $3M grant by the National Science Foundation to design and monitor a network of integrated meteorological, aquatic, and geotechnical sensors throughout the city of Utqiagvik, Alaska. This effort is in collaboration with researchers from the College and Graduate School of Arts & Sciences’ Department of Environmental Sciences, the School of Engineering and Applied Science, and the School of Data Science. ■ An interdisciplinary research team, Healthy Port Futures (HPF), is exploring the capacity of landscape design to better produce, manage, operate, and cultivate rivermouth landscapes over time. The research is a 3-year, $1.6M project funded by the Great Lakes Protection Fund.
SNAPSHOTS

Equity Atlas / Housing Justice Atlas
Equity Center students and faculty have teamed up with RVA Eviction Lab to co-create a Housing Justice Atlas for central Virginia. This work extends from the comprehensive Equity Atlas, an open-source platform that makes data and information about the community broadly available.

New Partnership and Increased Scholarship Funding aimed at Inclusive Excellence
A new partnership with the Corella & Bertram F. Bonner Foundation will provide a minimum annual scholarship to Bonner program alumni admitted to the school’s graduate programs. Additionally, the School of Architecture raised $540,000 in gifts, pledges, and University match to support its DEI Scholarships.

Yamuna River Project wins National Studio Prize
For the second year in a row, the School of Architecture’s Yamuna River Project (YRP), a design research collaborative, was selected to receive the national Studio Prize from the American Institute of Architects. The prize celebrates excellence in design education by recognizing thoughtful, ethical studio courses from accredited architecture schools.

Expanded Programs in Real Estate + Design and Development and Urban Design
Architecture’s new Real Estate + Design and Development (RE+D2) graduate certificate program is an opportunity for graduate students to expand their professional training in private for-profit and non-profit real estate design and property development. The School also launched its new Master of Urban Design (MUD) program in late 2020. The program utilizes an in-depth interdisciplinary and multiscalar approach to urban design that synthesizes design and planning disciplines grounded in research.

BUDGETED SOURCES FY 2022
Total budgeted sources: $23,892,306
- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands.

ENROLLMENT FALL 2020
- Undergraduate
- Graduate
Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2020
- 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 2020-21
- Bachelor’s
- Master’s
- Doctorates
Preliminary data pending final processing in August
LEADERSHIP

Ian B. Baucom, Buckner W. Clay Dean of the College and Graduate School of Arts & Sciences since 2014

Ian Baucom is leading a series of strategic initiatives across the College and Graduate School. Over the last seven years, he has overseen a hiring campaign which, in the midst of a generational turnover of esteemed faculty, has brought more than 200 new tenured and tenure-track faculty to UVA. Baucom is also guiding the College’s efforts to revise its undergraduate general education program for the first time in decades, most notably with the new College Curriculum which continues to move toward full implementation. At the same time, he is working to advance the research mission and to further strengthen graduate programs. Under Baucom’s guidance, significant investments have been made in the Graduate School to help draw the most talented graduate students and researchers to UVA. In addition, he has partnered with colleagues across the University to form the Democracy Initiative, to enhance UVA’s brain science and environmental initiatives, and to help launch global programs like UVA London First. Read more about Dean Baucom at as.virginia.edu/office-dean

DEGREES AWARDED AND MAJORS OFFERED

The College and Graduate School of Arts & Sciences offers over 50 undergraduate degrees and concentrations, and 29 graduate degree programs. For a complete list, see as.virginia.edu/programs

RESEARCH HIGHLIGHTS

JC Cang, Biology/Psychology, Midbrain Circuits for Perceptual Decision-Making - National Institutes of Health (NIH) – ($3.78M)  ■ Howard Epstein, Environmental Sciences, Understanding the Changing Natural-Built Landscape in an Arctic Community - National Science Foundation (NSF) – ($3M)  ■ Laura Galloway, Biology, EXPANDing Training in Research and Careers - (NSF) – ($3M)  ■ Karen McGlathery, Environmental Sciences, Ecosystem State Change in Coastal Barrier Systems - (NSF) – ($1.15M)  ■ Bascom Deaver, Physics, Wave Device/System Technical Assistance, Fabrication and Support - National Ground Intelligence Center (NGIC) – ($820,311)

In addition, three A&S faculty have received prestigious NSF CAREER awards:

Jennifer Guler, Biology - ($1.38M)  ■ Robert Gilliard, Chemistry - ($685,000)  ■ Sally Pusede, Environmental Sciences - ($678,000)
SNAPSHOTS

Student Engagement After an effective multi-year pilot program, A&S faculty voted in October of 2019 to fully adopt the new College Curriculum. The College Fellows, the A&S faculty members entrusted with designing and teaching the new Engagements courses for first-year students, successfully completed the first full academic year (2020-21) of the new model—despite the challenges of the pandemic.

Democracy Initiative The College, in partnership with UVA units across Grounds, continues to build on its newly launched Democracy Initiative—a research, teaching, and public engagement effort focused on urgent issues related to democracy worldwide. This year, the Initiative welcomed Laurent Dubois from Duke University to serve as its Co-Director for Academic Affairs, partnering with Melody Barnes, Co-Director for Policy and Public Affairs. The new John L. Nau III History and Principles of Democracy Lab, the permanent core lab of the Initiative, will be led by Dubois and will operate as the connecting hub for the entire project. Also, the new Repair Lab for Racial Justice and Environmental Policy Initiative emerged from a competitive process and will launch in August 2021. The newly announced (June 2021) Karsh Institute of Democracy will bring together and augment 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; Psychology's Ph.D. clinical psychology program was also ranked in a tie for #18; Economics was ranked in a tie for #26; and the Department of Politics jumped up nine spots to earn a tie for #28.

BUDGETED SOURCES FY 2022

Total budgeted sources: $401,793,186

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

Figures are in thousands.

ENROLLMENT FALL 2020

- Undergraduate: 11,587
- Graduate: 1,310

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2020

- Faculty, general/NTT: 591
- Faculty TTT: 152
- PRS: 313
- Staff: 267

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 2020-21

- Bachelor's: 2,878
- Master's: 237
- Doctorates: 139

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 in creating new knowledge and developing leaders who can solve humanity’s greatest policy challenges.

Trained as a lawyer, Solomon is a devoted student and teacher of both negotiation and conflict resolution. Under the Obama administration, he served as the U.S. executive director for the World Bank Group, where he championed private-sector development and innovation in Africa. 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.

A member of the Council on Foreign Relations, Solomon has traveled and worked extensively in Africa, Asia, Europe, and Latin America. Today, he lives with his family on the Grounds of the University of Virginia in Charlottesville. Read more about Dean Solomon online 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 | 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 | In partnership with McIntire and Engineering, Batten offers a minor in social entrepreneurship, which is one track of the Entrepreneurship Minor.

RESEARCH HIGHLIGHTS

Batten faculty create and disseminate knowledge to solve the world’s most pressing policy and leadership challenges. 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. Batten faculty publish in peer-review outlets and engage local communities, state and federal policymakers, and global leaders to enact change. Subject areas include health; education; humanitarian policy; race, justice, and inequality; organizational behavior; interpersonal dynamics and decision-making; social innovation; law enforcement; international development; energy and the environment; lawmaking; political participation; community relations; and national security. The School hosts five interdisciplinary research centers.
SNAPSHOTS

Integrating Leadership & Public Policy
The Frank Batten School of Leadership and Public Policy is designing a new model of public policy education – one that infuses leadership with policy, and policy with leadership. 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
Our community is defined not only by academic rigor, but also real-world experience, teaching, and mentoring. This approach has attracted a multidisciplinary faculty of leading scholar-practitioners in political science, social psychology, public administration, history, economics, and law from around the globe. 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. We are advancing new knowledge, new skills, and new solutions, cultivating “great and good” leaders for our common future.

BUDGETED SOURCES
FY 2022

Total budgeted sources: $24,271,943
- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands.

ENROLLMENT
FALL 2020

Undergraduate 167
Graduate 147
Includes all degree-seeking students enrolled for credit

FACULTY | STAFF
FALL 2020

Faculty, general/NTT 15
Faculty TTT 35
PRS 2
Staff 16
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
2020-21

Bachelor’s 77
Master’s 89
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 PriceWaterhouseCooper (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 and on the board of Strada Education Network.

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 | Non-credit certificate programs include McIntire Business Institute; Business Essentials; Sustainable Business; Cybersecurity for Business Leaders

RESEARCH HIGHLIGHTS

Professors Steven L. Johnson, Brent Kitchens, and Peter Gray were selected as Distinguished Winners of the 2021 Award for Responsible Research in Management by the Academy of Management for their paper, “Understanding Echo Chambers and Filter Bubbles,” which explores the impact of social media on news consumption. ■ Professor David Lehman (and co-author) received the Academy of Management’s 2020 Best Article Award for their paper, “Authenticity,” published in the organization’s Annals journal. ■ Professors Jingjing Li and Natasha Zhang Foutz, together with their co-authors, took first place for Best Paper at INFORMS’ 2020 Conference on Information Systems and Technology (CIST).
SNAPSHOTS

Centennial The McIntire School is proudly celebrating its centennial anniversary in 2021.

Top 5 A January 2020 Forbes article touted McIntire in top 5 b-schools for starting salaries and bonuses.

Lowest debt Results from a 2020 Poets&Quants b-school survey of more than 60 b-schools indicated McIntire undergrads have the lowest average student loan debt at graduation.

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 January 2021 by business education website Poets&Quants.

The M.S. in Commerce holds sixth place in The Economist’s 2019 worldwide MiM ranking and is listed as the top U.S.-based program.

McIntire’s innovative M.S. in Global Commerce Program earned high marks on QS World University Rankings: Master’s in Management Rankings for 2020 as the No.3 multi-campus program.

BUDGETED SOURCES FY 2022

Total budgeted sources: $57,874,418

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

Figures are in thousands.

ENROLLMENT FALL 2020

Undergraduate 718
Graduate 235

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2020

- Faculty, general/NTT 80
- Faculty TTT 67
- PRS 21
- Staff 80

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 2020-21

- Bachelor’s 349
- Master’s 246
- Doctorates

Preliminary data pending final processing in August.

Darden and 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 2020, 71 students were enrolled in this program, and the Class of 2020 reported continued gains in salary and diversity of industries employing graduates.
LEADERSHIP

Alex Hernandez, dean since 2018

Alex Hernandez joined the University of Virginia from a national K-12 education foundation, the Charter School Growth Fund, where he led the nonprofit’s Innovative Schools practice. His expertise is in scaling high-quality education programs that combine online and in-person instruction. The schools he supported send over 10,000 students a year to college, most of whom are students of color and/or first-generation college students. Hernandez launched his education career through a continuing studies program, which allowed him to teach high school math in South Los Angeles.

At the School of Continuing and Professional Studies (SCPS), Hernandez is working to reach beyond Grounds and serve Virginians who need another path to a great education. Read more about Dean Hernandez online at scps.virginia.edu/about/meet-the-dean/

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Interdisciplinary Studies | Bachelor of Professional Studies in Health Sciences Management | Master of Public Safety | **Concentrations:** Business | Cybersecurity | Early Childhood | Health Sciences Management | Information Technology | Liberal Arts | **Certificates:** Accounting | Criminal Justice Education | Cybersecurity | Health Sciences Management | Leadership Information Technology | Procurement and Contracts Management | Project Management | Post Baccalaureate Pre-Medical program | National Criminal Justice Command College | Public Administration | **Nondegree / Noncredit:** Certified Financial Planning

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

“Everyone gets out of the military, if it’s after two years or after 20. And having this great UVA education and having a highly competitive degree will definitely help me make the transition.”

Reba Francis, Class of 2020

“It was just one of the greatest things ever when I got that acceptance letter. I felt like a 17- or 18-year-old kid getting accepted to college, and I was 45 years old.”

Chris Easton, Class of 2021

BUDGETED SOURCES FY 2022

Total budgeted sources: $13,457,384

- Tuition
- University support
- Grants, contracts and F&A

Figures are in thousands.

ENROLLMENT FALL 2020

- Degrees
- Certificates
- Partnered Programs

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2020

- 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 2020-21

- Bachelor’s

Preliminary data pending final processing in August
LEADERSHIP

Robert Pianta, dean since 2007 and the Batten Bicentennial Professor of Early Childhood Education

In addition to his role as dean, Robert Pianta is a professor of psychology and founding director of the Center for Advanced Study of Teaching and Learning at the University of Virginia. Dean Pianta’s research and policy interests sit at the intersection of education and human development and focus on the measurement, impact, and improvement of teacher-student relationships from preschool to high school. His work has influenced state and national policy related to the quality and impact of early education, teacher workforce development, and accountability. Dean Pianta has also led more than $60M of funded research and programmatic initiatives in education and human development that have resulted in knowledge and tools applied widely in the United States and around the world. An internationally recognized expert in teaching and learning, Dean Pianta regularly consults with federal agencies, foundations, universities, and governments. He was named a member of the National Academy of Education, a Fellow of the American Education Research Association, and in 2016 received the Distinguished Alumni Award from the University of Minnesota. Read more about Dean Pianta online at education.virginia.edu/pianta

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

$22.4M in sponsored research this fiscal year to date, including nearly $6M 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

Launched: The Office of DEI, led by Associate Dean Robert Berry, and an M.Ed. in Quantitative Analytics in Education & the Social Sciences.

Ranked: #10 Online Graduate Ed School & #19 Graduate Education School by US News, with five programs ranked in the top 10. #13 Global in Education by Shanghai Ranking.

Partnerships: Faculty & staff are currently working with K-12 schools on COVID recovery across research, scholarship, teaching, and service. Throughout the Commonwealth, the School partners with more than 100 school divisions through the UVA K-12 Advisory Council. It is home to academic degree partnerships with five UVA schools, a national program for education leaders with Darden, and multiple research projects with the School of Engineering. EHD researchers also have long-term partnerships with New York City and Washington, D.C., with state governments in VA, LA, IN, TN, & countries in Latin America.

Current Initiatives: Leading autism discovery through STAR: 972 individuals trained, 108 peer-reviewed publications, and 1000+ participants enrolled in research studies.

Launched Educating for Democracy: a widely disseminated online suite of lessons & resources for K-12 teachers that connect the full story of the past with current events.

Improving teacher quality & early childhood education: 99% of VA kindergartners take EHD’s school readiness assessments and all 50 states use tools developed at the School.

Remaking Middle School by producing resources including a toolset, blogs, and support systems available to partners nationally and through partnerships with Chicago and local public schools.

Leveraging technology through wearable sensors to mitigate athletes’ injuries, apps & simulators to increase the quality of teaching, and algorithms to improve job placement.

BUDGETED SOURCES
FY 2022

Total budgeted sources: $75,026,618

- $28,995
- $28,105
- $11,645
- $6,282

Figures are in thousands.

ENROLLMENT
FALL 2020

- Undergraduate: 1,116
- Graduate: 488

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF
FALL 2020

- Faculty, general/NTT: 163
- Faculty TTT: 68
- PRS: 26
- Staff: 72

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
2020-21

- Bachelor’s: 429
- Master’s: 163
- EDS: 26
- Doctorates: 3

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) | Darden awards the MBA through the full-time MBA program and Executive MBA program. | Darden partners with Schools around the University to offer many dual degrees: JD/MBA, MD/MBA, MSDS/MBA, M.Ed/MBA, MPP/MBA, MPH/MBA, MA in East Asian Studies/MBA, MA in Government or Foreign Affairs/MBA, M.Eng/MBA, M.Nursing/MBA. | Functional concentrations offered include: Career Track Concentrations: Asset Management/Sales and Trading, Corporate Finance/Investment Banking, Entrepreneurship, Management Science Specialization, Marketing, Strategy Consulting, and Supply Chain Management. Theme Track Concentrations: 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 2020 the largest class in its history, with 392 full-time MBA students based in Charlottesville and 151 Executive MBA students and 71 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 for the academic year.

Class of 2020 full-time MBA graduates achieved the highest average starting salary in school history. The Class of 2021 secured 100% internship placement.

Faculty Darden continues to invest in the next generation of faculty and welcomed seven new professors in the 2020-21 academic year. Over the past five years, Darden has hired 38 new full-time faculty members, several of whom have already garnered teaching awards.

Inclusive Excellence in 2020, Darden chartered multiple initiatives to advance diversity, equity, and inclusion at Darden, focused on “entry,” “experience,” and “exit” as alumni. A racial equity working group and cabinet were assembled to 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. 2 among public universities (U.S. News & World Report), No. 6 in the U.S. and No. 11 in the world (Financial Times) and continued as the No. 1 MBA education experience in the U.S. (The Economist, 2011-19).

Resources Darden’s Powered by Purpose campaign, through March 2021, has raised over $330M (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 UVA Inn at Darden and Conference Center for Lifelong Learning.

BUDGETED SOURCES FY 2022

Total budgeted sources: $119,320,656

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

Figures are in thousands.

ENROLLMENT FALL 2020

Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2020

- 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 2020-21

- 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 2020, 71 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 300 papers and five books, launched four companies, received numerous awards, and been elected as 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—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. Focusing on interdisciplinary, collaborative research and education, the School joins other departments across UVA, the community, industry, government, and non-profit organizations to use data science to further discovery and make a positive impact on society.

Read more about Dean Bourne at https://datascience.virginia.edu/people/phil-bourne

DEGREES AWARDED

M.S. in Data Science

RESEARCH HIGHLIGHTS

The School of Data Science is committed to furthering Open Access to information and machine-readable data. SDS researchers are contributing to the development of SCHOLIA for accessing research products (Sloan Foundation); partnering with Wikimedia on making disease information available in Asian languages (Gates Foundation); and making clinical trial information more transparent and findable through Wikidata (Wellcome Trust). Presidential Fellows carried out interdisciplinary research projects in disciplines as varied as Environmental Science, Biochemistry and more. One notable project sought to automate the analysis of job interview videos to identify sentiment, microexpressions, and other factors that might impact a hiring decision. Master of Science in Data Science students carried out 19 capstone projects for corporate, research and nonprofit clients, including a project partnering with the dbS Productions and the Wikimedia Foundation to improve the search of the museum’s online collection. The School of Data Science launched a summer undergraduate research program to create pathways into our graduate program and data science careers for students from underrepresented groups. Projects ranged from crime and policing to social media sentiment analysis.
**SNAPSHOTS**

**New Space, New Building** The School of Data Science will officially break ground on their new building fall 2021, located at the intersection of Emmet and Ivy, which will be a focal point at the entrance of the planned UVA Emmet-Ivy corridor. Capital One’s Center for Machine Learning recognized the current and future work of SDS with a $2M gift toward the new building. SoSo 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 adding three cohorts of the Online MSDS and an undergraduate minor in 2020, they hope to launch a PhD Program in Data Science in 2021 and eventually a bachelor’s degree in Data Science.

**Data as a Catalyst** Through the Presidential Fellows Program and capstone projects, SDS brings students and researchers together from across Grounds and connects them with private sector and government sponsors to undertake innovative research.

**Diversity, Equity, and Inclusion** As a new School, SDS has an opportunity to establish a diverse, equitable, and inclusive culture from the ground up. Highlights include hiring an Associate Dean of DEI and an Activist in Residence, creating a Graduate Fellowship for Inclusive Excellence for an URM or first-generation female master’s student, and ensuring DEI is woven throughout the organization.

**Growing Team** The School is moving quickly toward full operations by hiring the best and brightest, establishing operational policies and procedures, and creating an organizational structure that reflects how best to fulfill our guiding principles.

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**BUDGETED SOURCES FY 2022**

**Total budgeted sources:** $15,654,343

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

Figures are in thousands.

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**ENROLLMENT FALL 2020**

- Graduate

Includes all degree-seeking students enrolled for credit

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**FACULTY | STAFF FALL 2020**

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

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**DEGREES CONFERRED 2020-21**

- 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 experiential learning opportunities for students, and ensuring a clear pathway to entrepreneurship for faculty and students. 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


RESEARCH HIGHLIGHTS

UVA Engineering faculty, including Biocomplexity Institute researchers, contributed to fighting the COVID-19 pandemic through computational epidemiology, machine learning, robotics and vaccine development. A $10M National Science Foundation Expeditions in Computing grant is aimed at planning for and responding to future global epidemics. UVA Engineering faculty continue to earn prestigious research awards, including three young faculty awards from the Defense Advanced Research Projects Agency and 10 National Science Foundation CAREER Awards so far for 2020 and 2021. Cross-Grounds collaboration will thrive with the completion of the Innovations in Fabrication (IFAB) Multifunctional Microfabrication and Scalable Biomanufacturing Facility in Thornton Hall, a state-of-the-art clean room for research and development of soft materials for nanobiology and hard materials for microsystems.
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. Our vision is to be a leader among engineering schools in seizing opportunities to benefit humanity through bold research and world-class education.

Research Leadership UVA Engineering is a leader among U.S. engineering schools in increasing its research impact, aligned with the University's goal of enabling discovery that enriches and improves lives. The School’s sponsored research funding increased by 89% between FY16-FY20. UVA is well above the average research growth rate for the top engineering graduate schools in the country, as ranked by U.S. News & World Report. We focus on three distinct and critical areas of societal challenge: engineering for health; engineering for the cyber future; and engineering technologies for a sustainable and connected world.

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

Gender Diversity With a strategic focus on excellence through diversity, UVA Engineering has the highest percentage of women undergraduates among public engineering schools in the nation of schools that award more than 75 engineering degrees. At UVA, 34% of engineering undergraduates are women, compared with 21% nationally. Among graduate students, 32% are women, compared to a 25% national average. Additionally, UVA is among the top 10 public engineering schools in the country for women in computing majors – 29.5% compared to the national average of about 18%.

BUDGETED SOURCES FY 2022

Total budgeted sources: $202,877,635

- $71,620 Tuition
- $30,817 University support
- $30,817 Gifts, endowments and other
- $17,609 Grants, contracts and F&A

Figures are in thousands.

ENROLLMENT FALL 2020

- 2,911 Undergraduate
- 1072 Graduate

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2020

- 90 Faculty, general/NTT
- 192 Faculty TTT
- 168 PRS
- 68 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 2020-21

- 738 Bachelor's
- 214 Master's
- 104 Doctorates

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 the award-winning “The Lost Promise of Civil Rights” and “Vagrant 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 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

The Law School launched 11 new intellectual centers designed to highlight faculty research over the past year, including those focused on international and comparative law, criminal justice, tax law, national security, public law and political economy, the First Amendment, family law, and law and philosophy. Professors have garnered prizes for their work on corporate social responsibility, corporate governance, algorithmic fairness, and Supreme Court history. Faculty also put their research to work for the greater good: Danielle K. Citron is advising lawmakers on how to reform Section 230 of the Communications Decency Act of 1996, Paul B. Stephan recently served as special counsel to the general counsel of the Defense Department, and Rachel Harmon, director of the school’s new Center for Criminal Justice, worked on a project recommending policing reform priorities to the White House.
SNAPSHOTS

Highly Ranked The Law School is No. 8 in U.S. News & World Report’s annual law school ranking released in March 2021. The 2021 Princeton Review rankings rated the Law School No. 1 in Best Professors, Best Quality of Life and Best Classroom Experience, and No. 4 in Best Career Prospects. Above the Law ranked the Law School No. 3 in its 2020 law school rankings, which focus on employment outcomes.

Career Success According to American Bar Association data, the School of Law’s Class of 2020 is No. 3 in obtaining what Law.com calls “elite” jobs — jobs at law firms with more than 100 lawyers, or federal clerkships. The Law School is No. 4 in the percentage of graduates from the Class of 2020 going directly to federal judicial clerkships, and No. 5 in Supreme Court clerkships from 2005-2021. Nine students and recent alumni will join the Department of Justice as attorneys in the fall through the highly competitive Attorney General’s Honors Program. The Class of 2020 had a 98.7% employment rate at graduation, No. 3 in the country.

Faculty Hiring Over the past year the School of Law has welcomed or announced the hiring of 17 faculty members, including high-profile scholars in privacy law, corporate law, family law, legal theory and more, causing a wave of responses on Twitter from other law faculty nationwide.

Honor the Future The Law School has raised more than $315M 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, equity, and inclusion.

Distinction in the Academy Including UVA President Jim Ryan and Executive Vice President and Provost Liz Magill, the Law School has 10 members of the American Academy of Arts and Sciences and 25 members of the American Law Institute. Professor Ashley Deeks was named a recipient of ALI’s Early Career Scholars Medal in March.

BUDGETED SOURCES FY 2022

Total budgeted sources: $95,787,258

- $30,980
- $1,662
- $62,839
- $306
- Figures are in thousands.

ENROLLMENT FALL 2020

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2020

- 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 2020-21

- Master’s
- Doctorates
- Juris Doctor

Preliminary data pending final processing in August
LEADERSHIP

Dr. Melina R. Kibbe, dean since 2021

A nationally known researcher in the field of vascular surgery 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, and the Association of VA Surgeons. 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/school-administration/about-the-dean-kibbe/

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

Kevin Pelfrey, PhD, Professor of Neurology, director of the UVA Autism Center of Excellence and a top autism expert in the UVA Brain Institute, was the lead investigator of a groundbreaking study that shed light on how autism manifests differently in girls than in boys. The findings were published in the April 16, 2021, edition of the scientific journal Brain and reported in US News & World Report.

Hui Li, PhD, Professor of Pathology, identified the oncogene responsible for glioblastoma, an aggressive form of brain cancer that is often fatal within a year of diagnosis. His discovery opens the door to new treatment approaches and was selected as one of the year’s biggest biomedical discoveries by STAT, a leading health news site.
SNAPSHOTS

Diversity The SOM’s leadership in increasing diversity was recognized again in 2020 by INSIGHT into Diversity magazine for the ninth consecutive year.

iTHRIV/iDRIV The integrated Translational Health Research Institute of Virginia (iTHRIV) launched a development program for early career researchers who are nationally underrepresented called iDRIV (Inspiring Diverse Researchers in Virginia), which is led by Sana Syed, MD, MS. The first cohort began last summer with 10 post-doctoral and junior faculty.

Expansion The first 36 third-year students at the Inova regional campus in Fairfax began their clerkships in February and will graduate in May 2023. The full complement of 72 students will be assigned to the campus in January.

COVID-19 Faculty across the SOM united in a powerful response to COVID. These include:

Bill Petri, MD, PhD, is developing a mucosally administered vaccine and has led important COVID clinical research. He was awarded the prestigious Thomas Jefferson Award this spring.

Steven L. Zeichner, MD, PhD, has collaborated with Va. Tech to develop a vaccine that could offer broad protection against existing and future strains. It would be easy to store and transport, even in remote areas, and may cost only $1 a dose.

Jeffrey Sturek, MD, PhD; Larry Lum, MD, DSc; Tania Thomas, MD, MPH; and Scott Heysell, MD, MPH, assembled infectious disease, pulmonary/critical care and cell therapy to evaluate convalescent plasma for COVID. The phase 2 trial was conceived, designed, funded, and completed enrollment within four months during the pandemic.

BUDGETED SOURCES FY 2022

Total budgeted sources: $443,670,575

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

Figures are in thousands.

ENROLLMENT FALL 2020

- Graduate
  Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2020

- 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 2020-21

- MD
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Dean Pamela Cipriano, PhD, RN, NEA-BC, FAAN, 
dean since 2019, and Sadie Heath Cabaniss Professor

Dean Pamela Cipriano is known internationally as a strong advocate for 
the nursing profession and advancing the role, visibility, and influence of 
nurses. Cipriano's more than 40-year career has focused on improving the 
safety and efficiency of care by ensuring healthy, safe, and technology-
supported work environments. She is a leader with the National Academy 
of Medicine’s Collaborative taking action to prevent burnout and promote 
clinician well-being and resilience.

Prior to becoming dean, Dean Cipriano served two terms as president of 
the American Nurses Association, representing the interests of the nation's four million registered nurses. She 
also has extensive experience as an academic medical center executive, including at UVA Health where, as 
chief clinical and nursing officer she guided the Health System to earn its first “Magnet” designation in 2006.

Dean Cipriano has been repeatedly recognized for her exceptional leadership and contributions to the 
profession, including being a Distinguished Nurse Scholar-in-Residence at the Institute of Medicine, being 
inducted as a Fellow of the American Academy of Nursing, and earning its Healthcare Leader Award. She 
currently serves as the first vice president of the International Council of Nurses.

Read more about Dean Cipriano at https://www.nursing.virginia.edu/people/pfc4n/

DEGREES AWARDED AND MAJORS OFFERED

Bachelor of Science in Nursing (BSN and RN to BSN) | Master of Science in Nursing (MSN), 
seven population specialty tracks, and the Clinical Nurse Leader Master’s (CNL) | Doctor of 
Nursing Practice (DNP) | Doctor of Philosophy in Nursing (PhD) | seven post-master's certificates

RESEARCH HIGHLIGHTS

Funded investigations underway include studies on: assessing and predicting cancer patients’ 
pain episodes in the home using environmental scanners and smart watch technology ■ 
examining the reproductive care access, exposure to violence, and psycho-social experiences of 
women living with disabilities who are pregnant and have children ■ heat mortality and mortality 
displacement and SARS-CoV-2 ■ reducing stress and anxiety in patients with Huntington’s 
disease ■ controlled light exposure for hospitalized patients and its impact on their sleep and 
sleep quality ■ examining how children with medical complexity and their families cope and 
connect ■ a novel approach to HPV testing, cervical cancer screening, treatment, and follow-
up in global settings ■ examining the impact that cancer patients’ comorbidities have on their 
treatment and survival
SNAPSHOTS

An Anti-Racism and Social Justice Focus Through deeply embedded curricula, trainings, and simulations focused on lessons in equity, inclusion, and justice, nursing students are prepared to be confident advocates for their patients and families and ready to identify and confront bigotry, injustice, inequity, and health disparities, and are practiced in having respectful conversations across difference.

Sustained Engagement in Communities Both Near and Far Through study abroad, their coursework, student organizations, and clinical rotations, students learn across a range of venues. Pandemic learning included vaccination training and education modules, research opportunities with international partners, and community health initiatives with UVA Health and other health systems.

A Destination for Diverse Nurses Despite challenges posed by COVID, the School enjoyed a record-setting application season for students entering in fall 2021: after a 109% increase in info session attendance and a 51% rise in BSN applications, the BSN continues to enroll increasing numbers of students of diverse backgrounds, including students of color, first-generation college attendees, and male students.

What Working and Graduate Nurses Need Growing cohorts of RN to BSN students tap the convenience of the newly developed executive format learning model and enjoy monthly in-person classes at sites that suit them best, in Charlottesville, Richmond, and, starting in fall ‘21, Northern Virginia. Graduate programs offer working nurses the flexibility of some online courses and the power and intimacy of small cohorts of in-person courses, with proximity to world-class faculty mentors and scholars.

BUDGETED SOURCES FY 2022

Total budgeted sources: $29,803,408

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

Figures are in thousands.

ENROLLMENT FALL 2020

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2020

- 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 2020-21

- 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 new student advising corps to improve first year retention; and partnering with UVA on a joint admissions program for wait-listed students. She has supported efforts including targeting financial aid to attract talented students with diverse interests and expanding students’ experiential learning opportunities such as paid internships, research fellowships, and study abroad. Additionally, Chancellor Henry has led the way in enhancing STEM-H opportunities, increasing resources, and summer enrichment programming; fundraising to support numerous college initiatives including NCAA Division II athletics and securing multi-million dollar grants to support economic development in the region. Under her leadership, UVA Wise expanded access for students throughout the Appalachian Region by offering reduced tuition at near-in-state rates. Chancellor Henry launched the innovate2eleVAte program, which provides iPads to each employee and student. This initiative will promote student academic success and democratize digital literacy for all students.

Chancellor Henry is active in the community and Commonwealth. She serves on a number of boards including GO Virginia, NCAA Division II Presidents Council and the NCAA Committee on Women’s Athletics (CWA). She provides leadership to the Council of Public Liberal Arts Colleges and the Southwest Virginia Health Authority Executive Committee. Chancellor Henry is a board member of the Virginia Business Higher Education Council and is the past Chair for the Council of Presidents of Virginia’s public colleges and universities.

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.

Additional members of the UVA Wise senior administration include: Shannon Blevins, Vice Chancellor for Administration, Government Relations, and Strategic Initiatives; Chris Dearth, Vice Chancellor for Enrollment Management; Trisha Folds-Bennett, Provost and Vice Chancellor for Academic Affairs; Joe Kiser, Vice Chancellor for Finance and Operations; Valerie Lawson, Vice Chancellor for Advancement and Alumni Engagement; Gail Zimmerman, Vice Chancellor for Student Affairs.
SNAPSHOTS

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. It seeks to address the critical health care need and existing shortage of skilled care providers in Southwest Virginia. The goal is to continue to build upon the success of the UVA Wise Nursing Program, and to provide expedited access to additional highly skilled health care providers. 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-Grounds Oxbow Center in St. Paul, Virginia serves as an innovation incubation hub, a working facility for innovative employers, and an ecological outpost supporting research on the adjacent biodiverse Clinch River.

DEGREES AWARDED
AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

UVA Wise has received numerous economic development grants totaling approximately $4,787,252 to support regional economic growth. Sponsors include the Appalachian Regional Commission, the Virginia Tourism Corporation and the Virginia Department of Housing and Community Development. A sampling of projects includes: Southwest Regional Cybersecurity Initiative Workforce, MySWVA Regional Entrepreneurship Blueprint Initiative and Building Entrepreneurial Economies (BEE).

FACULTY | STAFF FALL 2020

- 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 2020-21

- Bachelor of Arts
- Bachelor of Science
- Bachelor of Science in Nursing


**SNAPSHOTS**

**Teaching Democracy** The Center’s national Youth Leadership Initiative (YLI) is among the largest public outreach programs of any college or University, developing civics lesson plans and democracy-related curricula for more than 100,000 K-12 classroom teachers nationally and internationally. YLI hosted online civics workshops during the COVID-19 pandemic in the spring of 2020 that reached educators and students across the nation.

**International Outreach** During the 2019-20 fiscal year the Center’s international program, Global Perspectives on Democracy, hosted the Iraqi Young Leaders Exchange Program and the Youth Ambassadors Program for the Caribbean. The Center’s Ambassador Lecture Series, in partnership with other UVA organizations, hosted ambassadors to the U.S. from Mongolia, Indonesia, Mozambique, and Germany.

**Service** During 2019-2020, the Center for Politics’ election analysis (Crystal Ball) reached 50,000 subscribers weekly and saw more than 100K unique views via online distribution. Center faculty and staff were quoted in countless local, state, national, and international news outlets. The Center hosted other topical presentations with key public officials on timely issues in American politics and produced its newest Emmy-nominated national TV documentary, the first to be distributed via both PBS and Amazon Prime.

**CLASSES OFFERED**

- PLAP 3420: Virginia Government and Politics
- PLAP 3370: Workshop in American Politics Center internship
- PLAP 5993: Problems in American Politics (Independent Study)
- PLAP 4360: Campaigns and Elections
- PLAP 4500: The Kennedy Half Century
- LPPS 3280: Lessons in Leadership

**BUDGETED SOURCES**

- **FY 2022**
  - Total budgeted sources: $2,892,859
  - Tuition
  - University support
  - Gifts, endowments and other
  - Grants, contracts and F&A

Figures are in thousands.
Miller Center of Public Affairs

RESEARCH HIGHLIGHTS

SNAPSHOTS
Mission The Miller Center is a 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 and prominent Tennessean. Miller envisioned a place where leaders, scholars, and the public could come together for discussions grounded in history to find consensus solutions. At the Miller Center, we strive 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.

LEADERSHIP
William Antholis, director and CEO since 2015
William Antholis is the former managing director at The Brookings Institution, served as the director of international economic affairs for the National Security Council in the Clinton Administration, and has expertise on climate change, India, China, international economics, development, and U.S. foreign policy. He is the author of “Inside Out India and China: Local Politics Go Global,” and “Fast Forward: Ethics and Politics in the Age of Global Warming.”

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

FACULTY | STAFF
Eight faculty, 30 affiliated faculty and senior fellows, and 26 staff
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

RESEARCH HIGHLIGHTS

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) ■ Funded by The Andrew W. Mellon Foundation, collaboration with the U.S. National Archives and Records Administration and 34 other Cooperative members to complete the work of establishing the Social Networks and Archival Context Cooperative, a freely-available global social document network revealing connections between and among entities in repositories throughout the world ($600K) ■ “On These Grounds,” a digital initiative funded by The Mellon Foundation in which UVA will partner with a number of other institutions and entities to create a common, shared approach to describing the history of enslavement found in archival materials at colleges and universities ($170K)

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, 1.17M e-books, 395,000 e-journals, 1,450 databases, and millions of non-text materials such as images, audio, video, data sets, and more. Over the last year the Library hosted more than 330 virtual events and more than 2500 (mostly) virtual consultation, instruction, and outreach sessions.

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 2022

Total budgeted sources: $40,630,370

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

Figures are in thousands.
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, and innovation, enabling discoveries that enrich and improve lives.

The VPR is responsible for the strategic vision for research at UVA, developing and executing initiatives to accomplish the vision, as well as administrating critical compliance and support areas. The VPR oversees research infrastructure units, including Environmental Health & Safety, Office of Sponsored Programs, Licensing and Ventures Group, and Center for Comparative Medicine. The VPR works to catalyze, support, and safeguard UVA research.
LEADERSHIP

Melur (Ram) Ramasubramanian
Vice President for Research since 2017

Melur (Ram) Ramasubramanian was appointed the Vice President for Research in 2017. Prior to his arrival at UVA, he was the program director for the Engineering Research Centers, and the Integrative Graduate Education and Research Traineeship Programs at the National Science Foundation, and D.W. Reynolds Distinguished Professor and department chair of Mechanical Engineering at Clemson University, with a joint faculty appointment as professor of bioengineering. He spent 18 years as a faculty member in the Mechanical and Aerospace Engineering department at North Carolina State University. He also worked in industry for seven years at Georgia Pacific R&D. He is a Fellow of ASME, AIMBE, and TAPPI, and a Senior Member of IEEE. He has graduated 10 PhD students and 33 MS students, taught design and mechanics courses throughout his career and published extensively in journals and conference proceedings. His current research interests are in the area of large-scale manufacturing of encapsulated cells/tissue, especially islets for transplantation in Type I diabetes patients.

AWARDS AND FUNDING

For six consecutive years, UVA research funding has grown steadily, from $311M in FY14-15 to $441M in sponsored funding in FY19-20, a 34.5% 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.
ACHIEVEMENTS

Manning Fund Gift of $1.9M from the Manning family established The Manning Fund for COVID Research. Over 50 proposals received for projects related to the pandemic. The eight selected projects propose to improve antibody testing, find a vaccine, and help improve patient outcomes.

Ivy Foundation Fund The Charlottesville-based Ivy Foundation committed $2M to accelerate biomedical research focused on COVID at UVA. This Translational Research Fund supported critical COVID research. Selected 14 promising projects for funding that will advance virus diagnosis, treatment options, vaccine development, and healthcare worker protection needs.

Saliva Screening Developed and operationalized a COVID PCR saliva testing enterprise to fulfill Academic Division mandatory student testing requirements during the spring semester, and provided voluntary testing to faculty and staff as well. Conducted over 240,000 tests during the academic year with a high accuracy rate and reported results to VDH daily.

Research Computing Working Group Formed a 19-member working group to develop a strategic plan for research computing at UVA. The plan will involve defining the scope for research infrastructure, a sustainable business model, and governance structure.

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 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) provides 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. 3C elicited 108 applications for funding, and 57 of the projects were selected. The researcher trios have until 2022 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. Additionally, 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. This effort has resulted 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, to enrich and improve lives for the University, the Commonwealth, and the world. In the fiscal year ending June 30, 2020, LVG solicited and/or received 241 invention disclosures from UVA faculty, staff, and students; executed 83 commercial transactions; prosecuted to issuance 56 U.S. patents; launched nine new ventures; and invested $1.2M from the LVG Seed Fund.
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).

SEED FUNDING WITH A STRATEGY

- ACCELERATORS
- Top-Tier Targeted Hiring
- World Class Infrastructure
- Cluster Hires
- Promising
- Emergent
- Prominent
- Preeminent

3 CAVALIERS
- School & central seed funds
- Startup funds
- Explore-to-Build
- School & central seed funds
- Pan-U institutes
- SIF projects
- Venture Fund
Pan University Institutes

MISSION

Pan-University Institutes develop innovative and comprehensive approaches to solving major global challenges.

A joint effort between the Executive Vice President & Provost and the Office of the Vice President for Research, these institutes:

Bring faculty, researchers and staff together from across schools and disciplines (cross-disciplinary or trans-disciplinary research).

Focus on areas where UVA can move “from prominent to preeminent.”

Initially funded by central University resources, expected to become self-sustaining. Longevity is dependent on funding and outcomes.

CURRENT INSTITUTES

BRAIN (Bold Research Advancements in Neuroscience) Institute

Online braininstitute.virginia.edu/

Established 2016 Led by Professor Jaideep Kapur, MD, PhD., from the Department of Neurology.

The UVA BRAIN Institute addresses important “grand challenges” in understanding, treating, and reverse-engineering the brain. It draws upon more than 104 faculty in five schools and 40 departments, and leverages additional cluster faculty hires in neurosciences, biomedical data sciences, traumatic brain injury, neurosensing, neuromodulation, and autism.

Global Infectious Diseases Institute

Online gidi.virginia.edu

Established 2017 Led by Alison Criss, Associate Professor of Microbiology, Immunology, and Cancer Biology

Focusing on combating urgent infectious threats, including epidemics such as Ebola, untreatable “superbugs” and diarrheal infections. Solidifying UVA’s global footprint through international partnerships and collaborations while seeking funding for research. Promotes scholarship on infectious diseases; educates and trains lab, social science, and clinical researchers, engineers, educators, policymakers, and entrepreneurs.

Environmental Resilience Institute

Online eri.virginia.edu

Established 2017 Led by Karen McGlathery, Professor of Environmental Sciences

Seeks to accelerate solutions to urgent social ecological challenges such as coastal flooding and storm impacts in coastal regions, as well as water security. Requires collaborative research where human, natural, and infrastructure systems (dams, bridges, coastal regions) converge. Integrates new models, sensing tools, big data, narratives, designs, and behavioral research. Initial Focus: Making Virginia the coastal resilience state.
**UVA Health** is an academic health system whose mission is to provide excellence, innovation, and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity, and inclusiveness. In all that UVA Health does, it works to benefit human health and improve the quality of life in the Commonwealth of Virginia and beyond. UVA Health includes the Medical Center, the School of Medicine and its related faculty practice plan, UVA Physicians Group, the School of Nursing, UVA Community Health, and the Claude Moore Health Science Library. Here is a snapshot of how UVA Health serves people throughout the Commonwealth through patient care, research, and education.

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**Patient Care**

UVA Health provides tertiary, quaternary, and Level I trauma services at the Medical Center, as well as primary and specialty care at over 100 outpatient clinics and, as of 7/1/21, at UVA Community Health outpatient clinics and facilities in Culpeper and Northern Virginia. The health system also provides ancillary health care services including, but not limited to, its 24/7 outpatient pharmacy, the Emily Couric Clinical Cancer Center, a long term acute care hospital, and several dialysis centers spread throughout the region. UVA Health, including UVA Community Health, has over 1000 inpatient beds and a workforce of approximately 16,000 team members throughout the health system.

UVA Health’s goal is that all Virginians are able to receive all of their healthcare without leaving the Commonwealth. UVA Medical Center serves as a hospital of hope for the Commonwealth, providing high-quality, highly specialized care to patients from every region of Virginia.
CARING FOR THE COMMONWEALTH

During fiscal year 2020, UVA Medical Center:

Cared for 216,538 Virginia residents.

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

Had an all-payor Case Mix Index (CMI) of 2.20. That compares to an average all-payor CMI of 2.13 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 732,000 visits to more than 100 primary and specialty care outpatient clinics.

Had over 40,500 visits to its Emergency Department.

Performed 29,109 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 284 transplants – The kidney transplant program performed 146 total transplants; their highest volume of transplants in the history of the program. This continued record-setting year included 24 pediatric transplants (highest volume in the Commonwealth). During this time, the Transplant Center also performed a combined 32 adult and pediatric living donor transplants, an impressive volume due to COVID restrictions.

Delivered 1953 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.

Employed over 9000 people at the Medical Center.

Care was provided by 940 attending physicians at the Medical Center, who are members of the School of Medicine faculty.

Trained 824 residents and fellows in 133 total training programs.

UVA Health cares for all Virginians, regardless of their ability to pay. It serves as a key component of Virginia’s safety net. In fiscal year 2020, UVA provided over $167M in indigent care.

Patients come from every region of Virginia.

HIGH-QUALITY CARE

In the 2021 – 2022 U.S. News & World Report Best Hospitals guide, UVA is ranked the No. 1 Children’s hospital in Virginia. Nationally recognized pediatric specialties by U.S. News at UVA include:

<table>
<thead>
<tr>
<th>Children’s Hospital</th>
<th>Best in 2021-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neonatology</td>
<td>No. 36</td>
</tr>
<tr>
<td>Cardiology and heart surgery</td>
<td>No. 37</td>
</tr>
<tr>
<td>Diabetes and Endocrinology</td>
<td>No. 42</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>No. 42</td>
</tr>
<tr>
<td>Urology</td>
<td>No. 43</td>
</tr>
</tbody>
</table>

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

- Cancer
- Neurology & Neurosurgery
- Orthopedics
- Pulmonology
- Urology
- Gastroenterology and GI surgery

Based primarily on care provided to patients 65 and older, UVA is also rated “high performing” – the best possible score – on 15 out of 17 common conditions and procedures:

- Abdominal aortic aneurysm repair
- Aortic valve surgery
- Back surgery
- COPD
- Colon cancer surgery
- Diabetes
- Heart attack
- Heart bypass surgery
- Heart failure
- Hip replacement
- Kidney failure
- Knee replacement
- Lung cancer surgery
- Pneumonia
- Stroke
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:

**UVA Community Health** is a wholly owned subsidiary of UVA Health as of July 1, 2021, with primary assets consisting of Culpeper Medical Center, Prince William Medical Center, and Haymarket Medical Center in northern Virginia. The entity previously was a joint operating company between UVA Health and Novant Health and was known as “Novant Health UVA Health System”.

**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 850 pediatricians, family medicine providers, and pediatric specialists from UVA, CHKD, and four 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. Fortify has value-based contracts with two Medicaid managed care organizations for approximately 50,000 pediatric members in the Charlottesville and Tidewater regions of the commonwealth.
A pediatric liver transplant partnership with Children’s Hospital of Pittsburgh of UPMC was established in 2016 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 nurses, surgeons, and specialists 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 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 2020 the Medical Center cared for 892 patients, either at these centers or at home.

“As our academic health system expands throughout Virginia, we are able to provide the full range of primary and subspecialty care for patients throughout the Commonwealth. UVA Health will be able to provide greater access to cutting edge therapies and clinical trials that can lead to better treatments for all in the years to come.”

K. Craig Kent, MD
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. Typical 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 3189 admissions. 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. Hospice of the Piedmont collaborates with UVA Health to provide a 10-bed inpatient hospice unit located at the UVA Transitional Care Hospital called the Center for Acute Hospice Care.

UVA Physicians Group (UPG)

UVA Physicians Group (UPG) is a physician group practice which operates as a collaborative UVA Health entity supporting UVA Health physicians & providers at UVA Medical Center and in a number of Clinical Practice Group locations 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 900 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 clinical management. Approximately 400 UPG team members fulfill these administrative and financial roles in Charlottesville locations and in clinics across the Commonwealth.

Community Health Efforts

UVA Health is committed to providing high quality care to the Charlottesville community, as most recently illustrated during the COVID-19 pandemic. In an effort to keep the community safe, UVA Health partnered with the Blue Ridge Health District to host free COVID testing clinics throughout the area at least four to five times per week. Later when vaccines became available to the community, UVA Health assisted the Blue Ridge Health District in its vaccination efforts by opening a COVID Vaccination Center at Seminole Square, providing vaccines to thousands of community members. Additionally, to ensure equal access to and distribution of the vaccine to residents, UVA Health hosted pop-up vaccine clinics to better reach African American and Latinx community members.
From the inception of UVA Health’s telehealth program through April 2021, the Center for Telehealth and UVA Health clinicians have provided more than 284,000 telemedicine clinical services and UVA Health’s population health program has provided Interactive Home Monitoring (IHM) for 13,222 patients. UVA Health has saved its patients 37,450,457 miles of driving over the same time period.

### TELEHEALTH METRICS JUNE 1995–APRIL 2021

<table>
<thead>
<tr>
<th></th>
<th>June 1995 - June 2020</th>
<th>July 2020 - April 2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telemedicine Services</td>
<td>166,208</td>
<td>118,401</td>
<td>284,609</td>
</tr>
<tr>
<td>Remote Patient Monitoring (Enrolled Patients)</td>
<td>8,490</td>
<td>4,732</td>
<td>13,222</td>
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<tr>
<td>Travel Miles Saved</td>
<td>26,990,431</td>
<td>10,460,026</td>
<td>37,450,457</td>
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<tr>
<td>CO2 Emissions Avoided (Metric Tons)</td>
<td>11,212</td>
<td>4,345</td>
<td>15,557</td>
</tr>
</tbody>
</table>

### OTHER TELEHEALTH ACTIVITIES

**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 chronic disease. Through InnoVate, the UVA Center for Telehealth is building capabilities with the UVA Diabetes Technology Center, The Virginia Center for Diabetes Prevention, the Departments of Medicine and Ophthalmology, and the Divisions of Endocrinology, Cardiology, Biomedical Informatics, Nephrology and Neurology. The programs, spanning primary and secondary prevention, and education, include disease management, remote monitoring, e-Consults and interventions in Type II diabetes, hypertension, and stroke. The effort is engaging community partners throughout the Commonwealth from the Eastern Shore to Southside and far Southwest Virginia.

**Mid-Atlantic Telehealth Resource Center (MATRC)** UVA Health is the home of the federally funded (by Health Resource Services Administration) telehealth resource center serving eight states and the District of Columbia. Funded continuously since 2012, the MATRC is one of 16 federally funded telehealth resource centers, to provide technical assistance to individuals, providers, healthcare systems seeking to advance telehealth. MATRC also received an additional $828,000 to provide technical assistance post COVID which extends into FY 22 and UVA Health has continued to provide thousands of hours of technical assistance to providers across the MATRC region.

**Federal Communications Commission (FCC) programs** In addition to annual support to UVA Health from the FCC of more than $400,000 per year for telemedicine related broadband expenses, in FY 21, UVA Health was awarded $767,000 from the FCC through its COVID-19 Telehealth Program, and $4.4M for the Connected Care Pilot Program in support of the Population Health Interactive Home Monitoring Programs. These funds enabled UVA Health to procure additional telemedicine equipment and to provide broadband and information services for patients enrolled in remote monitoring programs.

**Telehealth Village** is an innovative online educational tool designed to provide interdisciplinary training in telehealth across a broad range of content areas, funded by federal and state grants and partnerships. This tool was developed as a partnership between the UVA Center for Telehealth and the Office of Continuing Medical Education.
Health System Research

Research at the UVA School of Nursing is organized across seven Areas of Excellence, including: 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. Several multi-million-dollar NIH- and NINR-funded studies are currently underway and offer powerful, nurse-driven solutions to strengthen health processes, drive change and innovation, and improve patient and family outcomes. With $2.3M in research funding for fiscal year 2021, and a growing track record of funded proposals, the School of Nursing continues to invest in an internal awards program to stimulate collaborations and proposal production among junior faculty, an effort that, over the last three years, has increased the number of proposals submitted by 51% and led to innovative research partnerships with collaborators in the School of Data Science, the School of Medicine, the School of Education and Human Development, and the College of Arts and Sciences.

$2.3M
2021 funding to School of Nursing researchers

14%
2021 funding success rate

$15K
Allotted in 2021 for student research assistants and interns

$203K
Invested in 2021 in internal grants to develop junior faculty and stimulate collaborations and proposal production

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

U.S. News & World Report Ranking
The School of Medicine ranked 31 in research according to the 2022 U.S. News & World Report Best Grad Schools guide. The School was ranked 29 in the 2021 guide.

NIH Ranking
The School of Medicine was ranked 43 for NIH funding in FY 22. In FY 19, it was ranked 40.

Extramural Funding Growth
For FY 16 through FY 20, the School of Medicine’s extramural funding portfolio grew by $58M. Total extramural funding reached all-time highs in each of fiscal years 2018, 2019, and 2020.

<table>
<thead>
<tr>
<th>Years</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Funding</td>
<td>$195M</td>
<td>$202M</td>
<td>$223M</td>
<td>$226M</td>
<td>$236M</td>
</tr>
<tr>
<td>NIH Awards</td>
<td>448</td>
<td>446</td>
<td>469</td>
<td>522</td>
<td>584</td>
</tr>
<tr>
<td>Non-NIH Awards</td>
<td>678</td>
<td>716</td>
<td>731</td>
<td>758</td>
<td>714</td>
</tr>
<tr>
<td>Total Awards</td>
<td>1126</td>
<td>1162</td>
<td>1200</td>
<td>1280</td>
<td>1298</td>
</tr>
</tbody>
</table>

SERVICE AND RECOGNITION

In 2019-2020, School of Medicine faculty members assumed roles that will enable them to serve others and influence policy on a national and international scale.

B. Cameron Webb, MD, JD, Assistant Professor of Medicine and Public Health Sciences and Director of Health Policy and Equity, was named Senior Policy Advisor for COVID-19 Equity on President Biden’s White House COVID-19 Response Team.

The North Atlantic Treaty Organization appointed James Stone, MD, PhD, Associate Professor of Radiology and Medical Imaging, to an elite research workgroup that will develop guidelines to reduce and prevent chronic brain damage among servicemen and women.

Li Li, MD, PhD, MPH, Professor and Chair of Family Medicine, was appointed to the US Preventive Services Task Force, an independent, volunteer panel of national experts in prevention and evidence-based medicine that makes evidence-based recommendations about clinical preventive services.

Fern Hauck, MD, Professor of Family Medicine and Director of UVA’s International Family Medicine Clinic, was appointed by the Governor to the new Office of New Americans Advisory Board whose role is to advise on strategies that support the integration of new Americans in Virginia.

School of Medicine faculty members also received prestigious national and international recognition.

David Wilkes, MD, Dean of the School of Medicine, became an Elected Member of the National Academy of Medicine. Elected by their peers for outstanding achievement, NAM members work to advance science, accelerate health equity, and provide independent and trusted advice.

Boris Kovatchev, PhD, Professor of Psychiatry and Neurobehavioral Sciences and Director of the Diabetes Technology Center, and Robin Felder, PhD, Professor of Pathology, were named 2021 Fellows in the National Academy of Inventors. The NAI highlights inventors who have made a tangible impact on the welfare of society.

Shayn Peirce-Cottler, PhD, Professor of Biomedical Engineering, was inducted as a Fellow in the Biomedical Engineering Society, the world’s leading society devoted to developing and using engineering and technology to advance human health and well-being.

Lukas Tamm, PhD, Professor and Chair of Molecular Physiology and Biological Physics, was elected as a Fellow in the Biophysical Society, an interdisciplinary society that seeks to cure disease, solve biological problems, and discover basic scientific insights.
RESEARCH HIGHLIGHTS

Imre Noth, MD, Professor of Medicine and chief of the Division of Pulmonary Medicine and Critical Care, led a nationwide clinical trial that found no benefit for patients with life-threatening idiopathic pulmonary fibrosis in preventing hospitalization or death. To see if antimicrobial treatments could benefit idiopathic pulmonary fibrosis, researchers at 35 sites around the country conducted a randomized clinical trial with 513 volunteers. Half received antimicrobial drugs while the other half received the standard care. There was no statistically significant benefit from the antimicrobials and no significant improvement in the time to nonrespiratory hospitalization or death. The findings were published in the May 11, 2021, issue of the Journal of the American Medical Association.

Health System Education

**UVA Health** plays a significant role in educating the next generation of healthcare professionals. For the **2020-2021** academic year, there were 816 nursing students, including 380 graduate and 436 undergraduate students; nearly one-third come from minority or under-represented backgrounds and one in five of whom are male. Despite limitations posed by COVID, the School of Nursing enjoyed record-setting application numbers for fall 2021, with a 109% increase in info session attendance, a 51% increase in BSN applications, and a 23% increase in CNL applications. The BSN continues to enroll increasing numbers of students of color, first-generation, and male students. In **May 2021**, the School of Nursing celebrated 275 graduates, including 126 BSN and RN to BSN students, 134 MSN, CNL, and post-master’s certificate students, 12 DNP students, and three PhD students.

For the **2020-2021** academic year, UVA School of Medicine had 621 medical students, 252 Biomedical Sciences Graduate Program students, 75 Master of Public Health students, and 11 Master of Clinical Research students. In **May 2021**, 147 medical students received medical degrees, 29 graduate students received PhD degrees; 52 students received MPH degrees, and seven received MS degrees in Clinical Research.

The Medical Center, in conjunction with the School of Medicine faculty, has a robust Graduate Medical Education program. Out of the 824 residents and fellows trained at UVA Medical Center in FY 2020, 783 were medical residents and fellows, of which 638 (81%) came to UVA from another state following medical school. Thus, UVA Health is a major importer of talent to the Commonwealth.

Additional educational opportunities are provided through UVA’s School of Continuing and Professional Studies, partnerships with Piedmont Virginia Community College, and rotations at other hospitals and health systems in the Commonwealth. UVA's Center for Telehealth offers TelehealthVillage, an on-line accredited learning platform.
Within the School of Nursing, funded investigations underway include a study to assess and predict cancer patients’ pain episodes in the home based on environmental scanners and smart watch technology; a study examining the reproductive care access, exposure to violence, and psycho-social experiences of women living with disabilities who are pregnant and have children; a study of heat mortality and mortality displacement and SARS-CoV-2; a study focused on reducing stress and anxiety in patients with Huntington’s disease; a study of controlled light exposure for hospitalized patients and its impact on their sleep and sleep quality; a study examining how children with medical complexity and their families cope and connect; a novel approach to HPV testing, cervical cancer screening, treatment, and follow-up in global settings; and an examination of the impact that cancer patients’ comorbidities have on their treatment and survival. Recently completed externally-funded studies include the development of decision-making tools for men with advanced prostate cancer; a study using new mathematical models to understand the path of sepsis in acutely ill children; a study that developed new algorithms to help make allocation of scarce drugs more fair; the impact of virtual gentle-stretching classes for patients with heart failure; the development of a pain app to ease cancer pain in lower-resourced global settings; and an examination of quality of life issues among older adults with dementia and with advanced kidney disease, among others.

**TRAINING**

**Nationally honored for training the next generation**

Both the School of Medicine and School of Nursing are on the cutting edge of education. The School of Medicine’s “Next Generation” Cells to Society Curriculum v2.0 is a national model for integrated, active learning, and developmental clinical skills education and assessment.

The School of Medicine is ranked 19 for primary care in the 2022 *U.S. News & World Report* Best Grad Schools Guide. It was number six in the 2021 Guide.

**UVA School of Nursing** remains Virginia’s top nursing program and continues to be ranked among the top 3% of nursing graduate programs in the country, according to the 2022 *U.S. News & World Report* Best Grad Schools Guide. The No. 8-ranked public nursing program, the School is also home to the No. 1 Clinical Nurse Leader program in the country, according to 2021 *U.S. News & World Report* Best Grad Schools Guide.

Beginning in 2021 with the advent of COVID vaccines, nursing students experienced additional training and education in vaccine administration and education as part of their community health clinical rotations, as well as deeper learning related to implicit bias and anti-racism training, “Stepping In For Respect” modules to facilitate conversations across diverse perspectives, topics related to climate change’s impact on health, and expanded learning and experience in telehealth.

Housed in the School of Nursing, and in partnership with the School of Medicine and the Claude Moore Health Sciences Library, the Center for Interprofessional Collaborations (CIPC) offers team-based learning and experiences for medical and nursing students, as well as a nationally recognized Interprofessional Team Development Program to external healthcare and educational organizations looking to amplify their teams’ cohesion. CIPC supports collaborative practice and prepares students and practicing clinicians for a highly functional patient care environment centered on teams.

Given its interprofessional focus, nursing students are repeatedly exposed to a broad array of scholars during their education, including professors of architecture, business, medicine, public health, public policy, data science, and social work, and nursing students may tap courses in many non-nursing areas, such as public policy, administration, and leadership.
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 and Chief Student Affairs Officer, the Office of the 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.
LEADERSHIP

Robyn S. Hadley, vice president and chief student affairs officer since 2021

Robyn S. Hadley joined the University of Virginia as Vice President and Chief Student Affairs Officer on June 1, 2021. Reporting to the President and the Provost, she leads a team that supports students across the University, from enrollment through graduation. As part of supporting students, the division reaches out to parents through communication and special events such as Summer Orientation and Family Weekend.

Hadley and her staff partner with student leaders involved in the Honor Committee, the University Judiciary Committee, Student Council, class and school councils, and hundreds of other student-led organizations. Equally important is the division’s collaborative work with the University’s 12 schools and academic partners across the Grounds.

Prior to UVA, Hadley served as Associate Vice Chancellor and Dean for Scholar Programs at Washington University in St. Louis. A first-generation college student, she has worked throughout her life with young people and families, helping them to understand and navigate secondary, postsecondary, and career opportunities.

Read more about her at https://vpsa.virginia.edu/robyn-s-hadley.

ORGANIZATION

Office of the Dean of Students

Staffed by some-80 professionals, the Office of the Dean of Students (ODOS) delivers the greatest variety of frontline support. The Dean-on-Call program, which is led by an associate dean with assistant deans serving in rotation, ensures a 24/7 response to students’ emergent needs. The office and its immediate staff are located in Peabody Hall, although staff and services are available in many different locations around the Grounds.

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

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

Student Engagement & Inclusion: The largest of ODOS’s subunits, staff on three internal teams enrich the student experience by providing assistance to a wide range of student organizations and direct student support.

Student Engagement staff foster involvement through student activities, support for the more than 650 student organizations, and highlighting opportunities for all students to explore and develop a sense of belonging and community. Further information about the relationship between student organizations and the University, defined by four classifications delineating the organizations’ degree of responsibility or independence, is included later in this section. Programs and collaborations also build student public service participation through partnerships with the Provost’s Office and Madison House.
Office of the Dean of Students
(continued)

Multicultural Student Services staff aim to promote inclusion and engagement for historically underrepresented students through student support, leadership and mentoring programs, and through four centers in Newcomb Hall: the Multicultural Student Center, the LGBTQ Center, the Latinx Student Center, and the Interfaith Student Center. Populations served by MSS make up more than 35% of the overall student body.

Fraternity and Sorority Life provides services and guidance for the University’s four Greek councils: the Inter-Fraternity Council (32 members), the Inter-Sorority Council (15 members), the Multicultural Greek Council (seven members), and the National Pan-Hellenic Council (eight active members). About 30% of the undergraduate student body belong to a fraternity or sorority.

Orientation and New Student Programs: This area helps first-year and incoming transfer students successfully adjust to academic and social life at the University through targeted initiatives and programs, including Summer Orientation, Wahoo Welcome, Family Weekend, and the Transfer Student Peer Advisor Program.

Student Success: Staff members in this area provide comprehensive support services and programs to create equitable educational opportunities for all students across Grounds. This includes students participating in the Access UVA financial aid program, first-generation college students, veterans, independent students, non-traditional students, undergraduate, graduate, and professional students. The goal is to strengthen the University’s commitment to excellence and affordable access by ensuring all students have the support needed to overcome barriers while they attend the University of Virginia.

Housing & Residence Life

This unit provides a place of welcome for all first-year students, who are required to live on Grounds, and a home base of support for all those who choose to 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).

HRL will launch Connect2Grounds, a program for second-year students, in fall 2021. Housing all second-year students on Grounds is one of the University’s long-term strategic goals.

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).

Learn More About SHW Services

CAPS provides a broad range of mental health services, including psychological and psychiatric assessment, individual and group psychotherapy, referral assistance, medication management, community outreach and education, and around-the-clock crisis consultation and support.

Medical Services provides primary care services via in-person or telehealth appointments, including
preventative screenings, care for acute and chronic conditions, travel counseling, and same-day observation. Providers work collaboratively with staff throughout the department to offer inter-disciplinary services to students with specialized needs. Clinicians emphasize health education, mental wellness, and disease prevention.

**OHP** provides nutrition services, well-being coaching, and recovery programming, as well as works with students and colleagues across Grounds to impact campus structures to create a healthier campus community. Annual data collection on student health behaviors and attitudes focuses the public health interventions on high-risk populations and behaviors.

**SDAC** coordinates disability-related accommodations to create an inclusive university experience for qualified students with disabilities. Examples of such accommodations include alternate text formats for course material, note-taking assistance, extended time for tests, support for assistive technology, American Sign Language (ASL) interpreting and other hearing services, housing arrangements, and other reasonable accommodations.

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**Student Health and Wellness Building**

The University’s new Student Health and Wellness building will open for the 2021 semester. With input from countless students, the space provides both a revolutionary community-focused student center and an integrated and inclusive space to deliver core prevention, medical, mental health, and disability services. The entire building actively promotes well-being and related educational activities.

**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 meditation, prayer, reflection, or quiet studying
- Teaching kitchen (photo above)
- Outdoor gathering and recreational spaces
- Indoor/outdoor student living room area
- Pharmacy space
- Research center
University Career Center

The University Career Center, physically located in Bryant Hall in Scott Stadium, has undergone a major transformation in the past several years. Students have embraced these changes, seeking out services of the center earlier in their time at the University, attending programs and recruiting events in growing numbers, and frequently dropping into the center’s satellite locations in the 1515 Student Center on the Corner and in Newcomb Hall. The Career Center embraces a three-prong strategy: exploration of self and the world of work; specialized counseling and connections through career communities; and experiential learning and skill development through internships and project-based learning. Strong partnerships and collaboration exist among the center and school-based career offices.

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.

**OAAA operationalizes its support strategy around three pivots:** academic achievement, leadership education, and skills and competencies for coming to terms with issues of race, identity, and difference. Finally, the OAAA Parents Advisory associations of the Northern Virginia, Richmond, and Tidewater areas offer parents of enrolled students an opportunity to connect with the University through a variety of activities that include annual meetings with University administrators, faculty, and students; get-acquainted events for the families of first-year and entering transfer students; and social events during Family Weekend.
### Legal framework for student organizations

<table>
<thead>
<tr>
<th><strong>Agency</strong></th>
<th><strong>Special Status</strong></th>
<th><strong>FOA</strong></th>
<th><strong>CIO</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(22)</td>
<td>(62)</td>
<td>(600+)</td>
</tr>
</tbody>
</table>

#### DESCRIPTION
- **Agency**: Organizations performing duties typically managed by professional staff at other schools.
- **Special Status**: Organizations performing some duties typically managed by professional staff at other schools.
- **FOA (Fraternal Organization Agreement)**: Greek-letter organizations governed by Inter-Fraternity Council, Inter-Sorority Council, Multicultural Greek Council, National Pan-Hellenic Council.
- **CIO (Contracted Independent Organizations)**: All other student organizations. Includes club sports; and interest, affinity, academic, and other organizations.

#### LEGALLY PART OF UVA
- **University-sponsored and supported. Full liability coverage. Staff support.**
- **Covered by designated functions only. Have formal advisor(s).**
- **Independent, but University recognition typically required by nationals. Staff support available.**
- **Independent. No formal advisors (although some faculty/staff fill roles informally).**

#### LEGALLY INDEPENDENT FROM UVA
- **Honor, University Judiciary Committee, Resident Staff, UPC, Student Council (SAF)**
- **Class and school councils, peer education groups, University Guide Service**
- **Alpha Kappa Alpha, Pi Beta Phi, Beta Theta Pi, Lambda Phi Epsilon**
- **Black Student Alliance, Club Volleyball, Harry Potter Club, Women in Computing Sciences, University Salsa Club**

## STUDENT SELF–GOVERNANCE

### Legal and Structural Elements

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

In the fall of 2021, more than 650 student organizations were registered with Student Engagement & Inclusion in the Office of the Dean of Students.

All these groups are defined by their relationship to the University, falling along a spectrum that ranges from “legally part of the University” to “legally independent from the University.” The illustration above summarizes the four classifications of student organizations, their level of support, and degree of autonomy. The four classifications include Agency, Special Status, Fraternal Organization Agreement, and Contracted Independent Organizations.

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

When launching new initiatives, student input is a requisite for success. By becoming involved and co-creating something, students help ensure the success of a project. The bystander intervention program and the Social Entrepreneurship minor in the McIntire School of Commerce are good examples.

### Benefits and Challenges

In a student self-governed environment, freedom and responsibility exist in a direct relationship that is experiential and creates accountability. Allowing students to make mistakes often means a continual reinvention of the wheel, but that is how students learn. This process is high-touch and resource-intensive. The need for efficiency must be balanced with the often circuitous process of allowing students to learn and shape their experiences.

Understanding the inherent value in failure and being able to coach students through difficulty are skills that faculty and staff need to maintain a commitment to student self-governance while at the same time providing students with the safety net they still want.

Similar to other highly selective institutions, a sense of competition characterizes student life at UVA. This feature produces both benefits and drawbacks for students and self-governance. Many student organizations, especially those seen as more “prestigious,” have selection processes that ultimately exclude large numbers of interested students. At the same time, peer support and encouragement are unusually high at UVA; students value and perpetuate this camaraderie as a means of navigating the University environment. Those without access to supportive networks, however, can be disadvantaged as they attempt to navigate programs and services. This dynamic challenges staff members to ensure equitable access to opportunities, regardless of a student’s contacts or social capital.
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/
LEADERSHIP
Carla Williams, vice president and director of intercollegiate athletics programs since October 2017

Carla Williams became the first female African-American athletic director at a Power Five conference level at the time of her hiring. Previously, Williams served as an athletics administrator at the University of Georgia for 13 years and was named deputy director of athletics there in 2015.

During her tenure at Virginia, she has seen Cavalier athletics programs win four NCAA team championships in addition to individual titles by the women’s tennis, women’s track and field and women’s swimming programs.

In 2019, she was named the Women Leaders in College Sports 2019 Administrator of the Year for all NCAA Division I FBS athletics programs. In 2021, the Sports Business Journal named Williams one of its five finalists for athletics director of the year.

NCAA, ACC and national organization committee memberships are a big part of Williams’ resume. She currently serves on the ACC’s athletic director / head football coach subcommittee and is a member of the NCAA’s legislative solutions group for name, likeness and image (NLI).
2020–21 Highlights

TEAM HIGHLIGHTS

Men’s Lacrosse captured its seventh NCAA championship

Women’s Swimming and Diving won its first NCAA championship

Baseball advanced to the College World Series for the fifth time in program history

Women’s soccer advanced to its fourth NCAA College Cup, appearing in the Final Four for the first time since 2014

Virginia rowed to a fifth-place finish at the NCAA Championships

UVA captured three Atlantic Coast Conference championships and its 86 conference titles since the spring of 2002 are the most of any ACC school during that time

In 2020–21, UVA claimed ACC championships in women’s swimming and diving (17th championship in program history and 12th title since 2008), men’s tennis (13th championship in program history) and rowing (11th consecutive and 20 of 21 overall)

The Cavaliers claimed ACC regular-season titles in men’s basketball and men’s tennis

Men’s Basketball claimed its 10th ACC regular-season championship and earned its school-record seventh straight NCAA Tournament appearance

Men’s Swimming and Diving finished ninth at the NCAA Championships, marking the team’s best finish since 2011

Men’s and Women’s Tennis each advanced to the NCAA Round of 16

Women’s Lacrosse advanced to the NCAA Second Round

Eight wrestlers to the NCAA Championship with senior Louie Hayes placing 8th to become the 23rd All-American in the program’s history. Five wrestlers were named to the All-ACC Academic Team

Four individuals advanced to the NCAA Indoor Track & Field Championships and earned All-America honors

The state-of-the-art Virginia Tennis Complex at the Boar’s Head Sports Club opened for the 2021 season

Virginia’s Varsity Eight was named ACC Crew of the Year

Virginia earned an 11th-place finish in the final 2020-21 Learfield IMG College Directors’ Cup competition

INDIVIDUAL HIGHLIGHTS

Paige Madden (women’s swimming) won three NCAA individual titles and helped UVA to the win in the 800 free relay

Emma Navarro (women’s tennis) captured the NCAA Singles Championship, joining Danielle Collins (2014 & 2016) as Cavaliers to win the event

Michaela Meyer became the first female competitor in UVA track and field history to win an individual NCAA title, capturing the 800 meters at the NCAA Women’s Track and Field Championships

Todd DeSorbo (women’s swimming) was named the national coach of the year

DeSorbo was named ACC Women’s Swimming Coach of the Year

Carl Söderlund was named ACC Men’s Tennis Player of the Year and Atlantic Region Senior of the Year

Emma Navarro was named ACC Women’s Tennis Freshman of the Year, ITA National Rookie of the Year and Atlantic Region Rookie of the Year

Andres Pedroso was named ACC Men’s Tennis Coach of the Year

Pedroso was named the Wilson ITA Atlantic Region Coach of the Year

Kevin Sauer was named ACC Rowing Coach of the Year

Navarro was one of four finalists for the Class of 2021 Honda Sport Award for Tennis

Jeffrey von der Schulenburg was named the Atlantic Region Rookie of the Year

Head coach Andres Pedroso was named the Wilson ITA Atlantic Region Coach of the Year
The athletics department achieved its highest Graduation Success Rate (95%).

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

Paige Madden (women’s swimming), Sophia Kershner (rowing) and Alexa Spaanstra (women’s soccer) earned ACC Scholar-Athlete of the Year honors.

Rachel Robinson (field hockey) and Madden received Weaver-James-Corrigan postgraduate scholarships from the ACC.

Madden was also a recipient of the NCAA Postgraduate Scholarship.

Terrell Jana (football) was named the Wells Fargo Humanitarian Award recipient. Jana is a member of UVA’s Groundkeepers, which won UVA’s 2020 Marcus L. Martin Endorsed Award that recognizes groups or individuals who work to facilitate long-term, institutional change in inclusion, diversity, equity or access.

Jana also earned an ISO Graduation Award, which honors undergraduate leadership and excellence from UVA’s International Students & Scholars program.

Spencer Bozsik (men’s tennis) earned the T. Rodney Crowley, Jr. Memorial Scholarship.

Ethan Weatherspoon (wrestling) was an ACC recipient of the Dr. Pepper Go Teach Tuition Giveaway.

Alexa Spaanstra (women’s soccer) was named a Scholar All-America selection by the United Soccer Coaches.

Wrestlers Jay Aiello, Michael Battista, Louie Hayes, Patrick McCormick and Justin McCoy earned Scholar All-America honors by the National Wrestling Coaches Association.
Students, faculty, staff, patients, and visitors to our Grounds and UVA Health require safe and secure surroundings to learn, teach, work, take care of patients, and conduct business. UVA has made significant investments in safety through hardening physical infrastructure, attracting a diverse and qualified employment pool, providing quality and relevant training, and advancing security and safety technology.

Led by Associate Vice President for Safety and Security Timothy J. Longo, Sr., five units share a core mission and operate as one team under the Department of Safety and Security (DSS). Recognizing that safety is everyone’s job, the DSS vision is to be a lead partner in creating an inclusive and caring community where everyone is safe, engaged, and prepared.
The Department of Safety and Security comprises five areas:

- University Police Department
- Clery Act Compliance and Youth Protection
- Emergency Management
- Safety and Security Technology
- Threat Assessment

The mission of the Department is to be a partner dedicated to making the community safe for everyone. Staff in DSS empower and educate the community to recognize, prevent, and respond to situations that may compromise safety and security with an emphasis on resilience and continuity of operations.

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DSS AT A GLANCE

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

77 sworn police officers

66 security officers

9K service calls UPD responds to 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

2011 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”

434 Public emergency phones tested and monitored by DSS

200 Public Access Automated External Defibrillators (AEDs) managed by UVAEM
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, our sworn officers extend their patrols and engagement off-Grounds in the nearby community, where many of our students live and socialize. In addition, private security and event-management professionals partner with UPD to maintain additional “eyes and ears” off-Grounds. Together this team practices community policing – not only as a philosophy that underpins our organization, but also as the source of our key operational strategies.

In 2020, all members of UPD publicly recommitted to their Oath of Office as an affirmation to stand with the community for Justice and Peace. This important re-dedication to the values and principles of professional law enforcement demonstrated the Department’s dedication to a style of policing that is fair, equitable, and transparent.

UPD recently hired its first diversity, equity and inclusion manager to help lead the development and implementation of proactive initiatives in recruitment and operations and to engage and educate the broader community about diversity and race relations.

After a year of realigning and reimagining its operational plan to respond to the community’s needs during COVID, members of the University Police Department are eager to do what they like doing best: engaging personally with members of the community they serve.
Clery Act Compliance and Youth Protection

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.

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 focused on resources and support for virtual programs, and an awareness campaigns preceding the return of minors to programs on-Grounds.

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.
UNIVERSITY OF VIRGINIA

Finance
OPERATING BUDGET APPROVED FOR 2021-22

$4B

Academic Division, $1,988.5M
Medical Center, $1,950.0M
UVA Wise, $56.3M

INCREASES FROM THE 2020-21 FORECAST
Increase of 5.8% for Academic Division, 6.7% for Medical Center, and increase of 15.1% for UVA Wise.

UVA’S NET POSITION AND TOTAL ASSETS
As of March 31, 2021 (unaudited), the University’s net position was $11.7B and total assets were $17.0B.

BOND RATING
The University’s highly-regarded AAA bond rating, which it has held since 2003, was reaffirmed by all three rating agencies (Moody’s Investor Services, Standard & Poor’s, and Fitch Investor Services) in July 2021. 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 2021-22

- Tuition & Fees (36%) $716.4M
- Externally Sponsored Programs (22%) $434.2M
- Sales & Services and Other (13%) $264.8M
- Endowment Distribution (12%) $249.3M
- State Appropriations (9%) $178.1M
- Expendable Gifts (9%) $173.3M

Operating uses
Academic Division budget 2021-22

- Instruction (23%) $463.4M
- Research & Public Service (27%) $534.9M
- Academic Support (14%) $281.6M
- Auxiliaries (11%) $221M
- Financial Aid (9%) $187.9M
- O&M of Physical Plant (7%) $131.5M
- General Administration & Internal Debt Service (6%) $113.1M
- Student Services (3%) $55.1M
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 21% of Academic Division operating budget in FY2001-02 to 9% in FY2021-22. During the same period, tuition & fees increased from 22% to 36% and private support (expendable gifts & endowment distribution) has increased from approximately 16% of the operating budget to 21%, demonstrating the University’s ability to generate sustained and significant resources in light of declining support from the Commonwealth.

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 ebbed and flowed with the availability of federal funding and the University’s success in recruiting and retaining research faculty. Current investments in faculty hiring through the Strategic Investment Fund, as well as cluster and Target of Opportunity (TOPs) hires, will be realized in future operating budgets. In recent years, the University has made targeted increases in annual spending on facilities to address critical deferred maintenance associated with a historic campus, changing infrastructure needs for instruction and research, and enrollment growth.
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 $13.9B as of May 31, 2021.

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 $1.5B (as of 6/30/20) by investing in a passive benchmark portfolio. UVIMCO also manages the Short Term Pool for University and associated organization funds with near-term liquidity needs.

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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

**Long Term Pool Asset Allocation**

**AS OF MAY 31, 2021**

- **25.2%** Private Equity
- **17.4%** Long/Short Equity
- **30.3%** Public Equity
- **9.4%** Real Estate
- **6.4%** Resources
- **5.4%** Marketable Alternatives
- **4.9%** Credit
- **7.4%** Fixed Income, Cash, and Other

**Asset Allocation**

- **Private Equity** 25.2%
- **Long/Short Equity** 17.4%
- **Public Equity** 30.3%
- **Real Estate** 9.4%
- **Resources** 6.4%
- **Marketable Alternatives** 5.4%
- **Credit** 4.9%
- **Fixed Income, Cash, and Other** 7.4%

**Long Term Pool Shareholder Summary**

**AS OF MAY 31, 2021**

- **Long Term Pool: $13.9 billion**
  - UVA Endowment (51.2%)
  - UVA Strategic Investment Fund (18.0%)
  - UVA Associated Organizations (22.1%)
  - University Central Bank (7.1%)
  - UVA Other Long-Term Assets (1.6%)

**Performance**

**As of May 31, 2021**

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Market Value $ Millions</th>
<th>Market Value % LTP</th>
<th>Time-Weighted Returns (Annualized)</th>
<th>May-21 FYTD</th>
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<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td>1 YR 3 YR 5 YR 10 YR 20 YR FYTD</td>
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<tr>
<td>Public</td>
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<td>30.3</td>
<td>55.4 18.4 18.4 14.2 13.3</td>
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<td>Long / Short</td>
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<td>36.2 12.9 10.7 9.4 9.3</td>
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<td>Private</td>
<td>3,519</td>
<td>25.2</td>
<td>96.9 39.8 26.9 21.4 13.8</td>
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<td>Real Assets</td>
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<td><strong>Total Equity</strong></td>
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<td><strong>58.0 19.9 17.2 13.9 11.7</strong></td>
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<td>MSCI All Country World Equity</td>
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<td>Fixed Income</td>
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<td><strong>Total Fixed Income, Cash &amp; MAC</strong></td>
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<tr>
<td>Bloomberg Barclays Aggregate Bond</td>
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<td><strong>Portfolio Management and Overlays</strong></td>
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<td>0.3</td>
<td>(0.2) (0.2)</td>
<td>(0.2)</td>
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</tbody>
</table>

University of Virginia | Board of Visitors Office 101
Led by Vice President Mark Luellen, University Advancement has 250 employees and a $39.4M operating budget, which includes $6.4M allocated to Health System Development and up to a $16.1M incremental increase for campaign-related investments. This additional campaign funding will be allocated annually through fiscal year 2025 and is awarded at the end of each fiscal year based on actual spend.

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. As of June 30, 2021, $3.6B has been committed, which is more than the University received in its last campaign that ended in 2013.
LEADERSHIP

Mark M. Luellen, vice president since 2016

Charged with oversight of the advancement operation, Mark Luellen provides leadership for advancement programs and initiatives across the University and is responsible for directing the University’s comprehensive, $5B campaign, Honor the Future. He serves as the President’s representative on a number of University-Associate Organizations boards including Architecture, Education, Health, Commerce, and Athletics, and sits on the board of the UVA Foundation. Mark came to the University from The Pennsylvania State University in 2014, where he served in numerous roles including director of alumni relations, communications, and development for the College of the Liberal Arts.

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, School of Education, Miller Center, Weldon Cooper Center, Global Affairs, School of Architecture, School of Engineering and Applied Sciences, School of Medicine, School of Nursing, Virginia Athletics, and University Arts 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.
<table>
<thead>
<tr>
<th>Organization</th>
<th>BOARD REPRESENTATIVE</th>
<th>PRESIDENT’S REPRESENTATIVE</th>
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<tbody>
<tr>
<td>Alumni Association of the University of Virginia</td>
<td>Whittington W. Clement</td>
<td>E. Elizabeth Magill</td>
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<tr>
<td>Batten School Foundation</td>
<td>Mark T. Bowles</td>
<td>John C. Jeffries Jr.</td>
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<tr>
<td>College Foundation</td>
<td>John L. Nau III</td>
<td>Mark M. Luellen</td>
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<tr>
<td>Darden School Foundation</td>
<td>C. Evans Poston Jr.</td>
<td>Paul Mahoney</td>
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<tr>
<td>Engineering Foundation</td>
<td>Adam Nelson Harrell Jr.</td>
<td>Melur K. Ramasubramanian</td>
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<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>
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<td>Licensing &amp; Ventures Group</td>
<td>John G. Macfarlane III</td>
<td>Michael Lenox</td>
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<tr>
<td>McIntire School of Commerce Foundation</td>
<td>Kenneth S. Johnson</td>
<td>Mark M. Luellen</td>
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<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>
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<tr>
<td>Osher Lifelong Learning Institute</td>
<td>Althea Brooks</td>
<td>Gary Nimax</td>
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<tr>
<td>Rare Book School</td>
<td>Robert Bruner</td>
<td>Victoria Harker</td>
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<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>John G. Macfarlane III</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Physicians Group</td>
<td>Dr. Babur B. Lateef</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Foundation</td>
<td>Daniel Abramson</td>
<td>Jennifer Wagner Davis</td>
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<tr>
<td>UVA Health Foundation</td>
<td>L.D. Britt, MD, MPH</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>
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<tr>
<td>Virginia Athletics Foundation</td>
<td>W. Heywood Fralin</td>
<td>Mark M. Luellen</td>
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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.
2021 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 2021, the Board of Visitors approved the 2021 Major Capital Plan (http://svpo.virginia.edu/capplan) for the Academic Division, UVA Health, and UVA's College at Wise. Active projects on the 2021 Capital Plan total $2.0B with $1.3B of that amount in construction and $727M in planning/design; another nearly $870M in projects have been placed in a deferred category given the financial constraints imposed by the pandemic, and will require appropriate approval to move forward if circumstances warrant.

Historical Capital Construction Expenditures, 2012-2021
(Figures In Millions)

Since FY2012, capital project expenditures – construction, renovation, infrastructure, maintenance reserve, and acquisitions – across all three divisions total $2.8B ($1.6B for the Academic Division, $1.1B for UVA Health, and $63M for the College at Wise), averaging nearly $277M each year.

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Infrastructure & Service by the numbers

**FACILITIES**

3,298 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.

565 buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of $5.43B. (Figures may change after July 1).

304 buildings in the Academic Division (including the Medical School, Nursing School, and Health Sciences Center Library). Of those, 71% are more than 30 years old.

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

878,953 assignable square feet of research labs and research lab service.

345,754 assignable square feet of classroom space.

**UTILITIES**

6.26 miles of utility tunnels.

222.4 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.

1M pounds of surplus property from the landfill diverted during the third year of operation for the UVA ReUSE Store.

**INFORMATION TECHNOLOGY**

1,090,083 computing IDs in the Identity & Access Management system.

838,508,666 unique emails processed in 2020.

2,087,500 email messages received daily (2020 average).

725,406 incoming emails detected daily as spam (2020 average).

1,398,511 hours of Zoom meetings & classes.

14,243,174 Zoom meeting attendees.
29,000 phones to which ITS provides service.

44M phone calls handled in 2020.

61,277 total contacts made to the UVA Help Desk in 2020.

5,241 phishing reports processed by the Information Security team in 2020.

22M average daily attacks blocked by our intrusion protection system/firewalls in 2020.

DINING SERVICES
73% of students on meal plans.
20+ dining locations on-Grounds.
1.3M residential meals served.
4,300 catered events, serving 300,000+ people in an average year.
620,000 people served through concessions program in an average year.
377+ lbs. of food donated to the UVA community.
364,000 lbs. of food waste diverted from the landfill through compost partnership.

PARKING AND TRANSPORTATION
20,000 University parking spaces.
12 parking structures housing 7,666 spaces.
44 buses in the transit fleet.
3.5M boardings annually.
1 charter minibus
29,000 rides provided by 6 Safe Ride vehicles driven by uniformed staff.

60 to 150 flight hours per year on the University’s Cessna Citation XLS+ jet; seats up to eight people.

HOUSING
7,187 student beds; Fall 2021 occupancy projection: 89% 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 24 faculty and 48 staff or visitors with 91% occupancy.
70,000 bed nights provided by Conference Services & Summer Session (pre-pandemic).

UVA BOOKSTORES & CAVALIER COMPUTERS
7,400+ different texts offered in hard copy and digital format (includes sales and rentals).
4,300+ hard copy texts rented providing $130,000 in student savings.
27,500+ digital texts rented.
75 laptops donated to students.
2,500+ computers and cell phones serviced.
36,000+ computers and computer-related products purchased on behalf of University departments.
2,600+ computer-related items purchased by faculty and staff.
$14M 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.
630+ trees planted during 2019-20 in an effort at achieving paper neutrality through the Print Releaf program, a collaborative student advocated effort.

MAIL SERVICES
4M+ pieces of incoming and outgoing U.S. Mail and departmental messenger mail items for the Academic Division and Health System processed and delivered.
$240,000 cost savings generated annually.

UNIVERSITY ID CARDS
12,000+ 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.
198 in-ground plots and 490 columbaria vaults remain available for sale as of June 2021.
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.

$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 $1.94B in research proposal activity annually with $441M in sponsored research awards in 2020.

The UVA Licensing & Ventures Group (LVG) manages intellectual property and technology commercialization for UVA’s research portfolio. LVG solicited and/or received 241 invention disclosures from UVA faculty, staff, and students; executed 83 commercial transactions; issued 56 US patents; and launched nine new ventures. (FY20)

The $10M UVA LVG Seed Fund supports new ventures emerging from the UVA portfolio. As of June 30, 2020, the UVA LVG Seed Fund has deployed $4.1M across nine companies, with two exits.

The UVA Health System Venture Fund is a $15-$25M fund managed by the UVA Health System and the UVA Licensing and Ventures Group (LVG) providing early-stage financing to commercialize services, technologies, and capabilities invented at the UVA Health System. The UVA Health System Venture Fund also participates in more traditional venture financings of external companies in the healthcare industry and has deployed $6.175M across five companies to date. (FY20)

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.

Planning is underway to advance Venture Central, an initiative designed by UVA, the city of Charlottesville, the Charlottesville Chamber of Commerce, and Albemarle County to spur startup success, job growth, and investment. The effort will coordinate disparate resources, connect entrepreneurs to a support network, offer targeted programs, and serve 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 CvilleBioHub to strengthen the regional biotechnology industry sector which currently includes over 65 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._

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 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.

UVA collaborated with the Charlottesville Chamber of Commerce, the city of Charlottesville, and Albemarle County to implement **Project Rebound**, a local COVID recovery effort that engaged business leaders in sharing insights, identifying challenges, and building actionable strategies to restore the local economy.

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.
Rural Growth

In a time of increasing concern for rural communities, academic partnerships can be an important tool for building economic development across the Commonwealth.

Co-founded in 2007 by UVA and UVA’s College at Wise, the Appalachian Prosperity Project (APP) is an academic-community-industry alliance that is pioneering novel ways to advance health, education, and economic prosperity in Southwest Virginia.

Multiple departments at UVA and UVA Wise came together to fund two Research Program Manager (RPM) positions to carry out the Appalachian Prosperity Project’s (APP’s) mission. The RPMs serve as points of contact for interested collaborators and researchers across the region, connecting them to targeted expertise and additional resources.

Virginia College Advising Corps (VCAC) connects first generation students with all post-secondary options including technical training, community college, and university, and is active in Virginia’s most rural communities.

Health

The health of all Virginians is a critical element for advancing economic prosperity. UVA is invested in building healthy communities across the Commonwealth.

As a partner of the Rural Virginia Initiative (RVI), the University helped lead a Healthcare and Community Well-being Working Group that sought to address health disparities in rural Virginia. The group partnered with the Virginia Department of Health to co-develop a Rural Tool Kit of community and academic resources to be deployed as part of the State Rural Health Plan Update.

UVA assisted in scaling up efforts of The Local Food Hub’s Fresh Farmacy program to meet evolving community needs for healthy food during the COVID-19 pandemic. UVA Economic Development, Facilities Management, and Aramark worked together with The Local Food Hub to significantly expand its reach to underserved populations.
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 of the Board of Visitors and 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 received its fourth AASHE STARS certification – STARS Gold – from the Association for the Advancement of Sustainability in Higher Education in early 2021. 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 50 institutions worldwide with Gold certification under the most recent version of the rating system.

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. Schools and units, with guidance from the University Committee on Sustainability, are currently developing plans aligning with the 2020-2030 Sustainability Plan. UVA is also working with the College of William and Mary in a partnership focused on the carbon neutrality by 2030 goal and with the City of Charlottesville and Albemarle County on a coordinated approach to 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.

**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 2020 were reduced nearly 44% compared to 2009 levels, although those reductions are expected to increase to some extent as the University returns to post-pandemic operations. In 2019, UVA was named the EPA Green Power Champion of the Atlantic Coast Conference (ACC) for the highest total renewable energy portfolio in the ACC. UVA is currently ranked in the top 30 (#23) in the EPA’s top colleges and universities for annual total green power usage, in 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, outlining strategies to achieve carbon neutrality by 2030 which will be informed by a strategic thermal energy study.
UVA also has a strong sustainable buildings program. To date, UVA has achieved 74 LEED certifications, including the College at Wise, representing over 1.3M square feet of LEED certified space. Additionally, UVA Green Building Standards in the University’s Facility Design Guidelines outline process requirements for all projects. Since its inception in 2009, Delta Force, UVA’s internal retro-commissioning team, has saved $31M and avoided over 210,000 tons of greenhouse gas emissions through energy conservation projects in UVA buildings. In April 2020, after it became clear that University operations would be significantly scaled back for the semester due to COVID, a group of building energy stakeholders convened to evaluate opportunities to safely reduce building energy consumption and developed a tiered system to set back underutilized buildings while prioritizing occupant safety. In all, nearly 100 buildings were set back, reducing energy use by over 20% and saving the University $1.7M in energy costs during a time of financial stress.

“Waste minimization and diversion is also a major focus area. Since April 2018, the UVA ReUSE Store has diverted 75,000 items — weighing 4.1M pounds — of office furniture, general office supplies, electronics, and more. In March 2021, Governor Northam issued Executive Order 77 requiring state agencies to discontinue buying, selling, and distributing certain types of plastics by July 21, and to develop a plan to eliminate buying, selling, and distributing all non-medical single-use plastic and expanded polystyrene objects by September 20. UVA formed a pan-University working group, facilitated by the Office for Sustainability, to develop and implement plans to ensure compliance with EO77.”

**ENGAGE**

Many opportunities for engagement continued virtually this year. Food and Justice in Virginia, a virtual MLK Community Celebration event co-hosted by Morven Programs and Lifetime Learning in January, drew over 950 registrants for discussion about ensuring equitable access to fresh, nutritious, and affordable food; protecting the health and safety of farm and food service workers; and addressing legacies of harm, particularly to Black and Indigenous farmers. April’s month-long “Earth Day Every Day” celebration focused on connecting and amplifying the 50+ events planned by Charlottesville and UVA groups. Many of the events were led by students including a tour of bee-friendly landscape features on-Grounds, a discussion about justice, equity, diversity, and inclusion in outdoor recreation; a webinar hosted by UVA and William and Mary students about the carbon neutrality partnership.

UVA’s Equity and Environment Fund entered its fourth year and supported projects involving dozens of organizations at UVA and in the Charlottesville area. For example, the fund is supporting a UVA student intern who will hold a leadership role with the Charlottesville Climate Collaborative’s six-week K-12 summer climate justice education program in partnership with the Boys and Girls Club.

**DISCOVER**

The Environmental Thought and Practice major was reinvigorated this year and the interdisciplinary Global Sustainability program continues to grow and thrive, with 39 new majors admitted this year through a highly-competitive application process.

With many internships cancelled in summer 2020, students were seeking real-world learning and career experiences for this academic year and summer. The Committee on Sustainability’s Teaching and Research Subcommittee partnered with the Career Center to support 20 sustainability-related internships and enabled two new internships at the UVA Equity Center and five internships with the Virginia Scientist-Community Interface. The Environmental Resilience Institute’s Graduate Summer Fellows, as well as internship and externship programs, also provided many opportunities for students to gain experience with sustainability careers.

The Weldon Cooper Center for Public Service’s Energy Transition Initiative (ETI) is helping Virginia chart a path towards eliminating greenhouse gas emissions by 2050. With the help of nearly two dozen student researchers, the ETI will identify possible decarbonization pathways for the Commonwealth. In January, a major modeling exercise was published describing how Virginia might achieve net zero emissions by 2050. This robust team has also created a decarbonization dashboard for the state.

The Environmental Resilience Institute recently commenced work on the Climate Restoration Initiative with support from the Jefferson Trust. The initiative’s network of faculty is working to understand how a portfolio of negative emissions strategies that remove carbon dioxide from the atmosphere can be integrated across Virginia and beyond. ERI also held a virtual Climate Ambition Summit, in partnership with UVA’s Office of Engagement, Career Center, Office of the President, Vice President for Research, and Office of Graduate and Postdoctoral Affairs, convening nearly 3,000 registrants. In June 2021, the University announced Grand Challenge Research Investments, one of which is for Environmental Resiliency and Sustainability, that will make substantial commitments to key research areas.

UVA Sustainability looks forward to continuing connected and collaborative efforts to advance UVA as a global leader in creating equitable, replicable solutions to pressing, existential environmental challenges. For more detailed information, including more information on programs and initiatives, please visit [www.sustainability.virginia.edu](http://www.sustainability.virginia.edu)