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.

Like 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. Circumstances have required rapid responses and changes to programming, sometimes day by day. To that end, data and information in this book represents a moment in time and may be out-of-date much more quickly than is the norm. In particular, any budget data comes from the University budget approved by the Board in June of 2020, and not the budget cuts necessitated by the pandemic. For current numbers and information, visit www.virginia.edu or the appropriate school's or unit's website.
The University has 12 schools plus The University of Virginia's College at Wise (UVA-Wise) located in southwest Virginia. The deans of all 12 schools report to the executive vice president and provost, who is the chief academic officer of the University; the deans of the Schools of Medicine and Nursing also report to the executive vice president for health affairs. The chancellor of UVA-Wise reports to the president.

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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.
MISSION STATEMENT

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

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

STRATEGIC PLAN

In August 2019, the Board of Visitors approved a new roadmap for the University of Virginia’s future, a 10-year strategic plan designed to make UVA the best public university in 2030, and one of the best in the world, whether public or private. “A Great and Good University: The 2030 Plan” is built upon four overarching goals and includes 10 major initiatives to help achieve them, ranging from expanding UVA’s financial aid plan and improving faculty recruiting to working with the community to address issues such as wages, affordable housing, and access to health care.

The strategic plan was based on 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 of importance to the University community. Nearly 50 specific ideas were studied.

Implementation of the strategic plan is underway. While the goals of the 10-year plan remain the same, the COVID-19 pandemic will have some impact on the sequence of the implementation. The top 3 priorities for fall 2020 will be financial aid, faculty and research, and UVA’s education and healthcare initiatives in Northern Virginia.

The strategic plan may be found at: https://strategicplan.virginia.edu/

STRATEGIC INVESTMENT FUND

In February 2016, the University’s Board of Visitors accumulated the investment potential of the University’s non-endowment assets and reserves to create the Strategic Investment Fund (SIF) to provide transformational investments to advance the research capability of the University, transform the University’s infrastructure, support access and affordability initiatives, and enhance the student experience. The SIF provides funding to support key initiatives of the University of Virginia’s 2030 Plan. The SIF generates annual income that currently supports 48 distinct awards totaling just under $640 million dollars.

The SIF award funding is approximately evenly divided among three categories: research and research infrastructure, academic excellence, and access and affordability. A resoundingly successful component of the SIF program involves matching awards, including, in particular, the Bicentennial Scholars and the Bicentennial Professors Funds. Over sixty percent 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/about.
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, to reflect changes through June 17, 2020. The Manual contains the Board’s operating guidelines, similar to the bylaws of a corporation, including the structure of the board, the officers of the Board and their responsibilities, and the functions of committees. Much of the Manual is devoted to historical documents about the founding of the University, and legislation governing the University. The Manual also contains a list of Board members from 1819 forward, as well as rectors, presidents, secretaries, and student and faculty representatives. The bound edition has not been revised since 2004 and is outdated.
STATEMENT OF VISITOR RESPONSIBILITIES
Adopted by the Board on December 7, 2018

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

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

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. Most committee meetings are conducted in conjunction with regular board meetings; however, some committees will meet outside the regular Board schedule. Finance, Buildings and Grounds, and the Health System Board may hold extra meetings to expedite projects.

PUBLIC BODY

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

COMMITTEES

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

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

Certain meeting requirements for the Board are set forth in state law (Va. Code §23.1-2202.) The Board must meet at least once each year at the University, and five members of the full Board constitute a quorum for conducting business. The Board appoints a rector who serves as chair of the Board, a vice rector, a secretary, and 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.

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. In 2020, Ryan was elected to the American Academy of Arts and Sciences.

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. Ryan and his wife, Katie, have four children.

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.

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, the library, and undergraduate admission, and directs their academic administration as well as that 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, 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.
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER

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 the University’s primary liaison with UVIMCO and the UVA Foundation. Additionally, the EVP-COO is responsible for meeting the needs of the UVA community by providing high-quality service through day-to-day operations.

Several vice presidents report to the EVP-COO, including the senior vice president for operations, 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, 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

K. Craig Kent, MD, has served as executive vice president for health affairs since February 2020. He is responsible for overseeing all UVA Health operations and reports directly to the president.

A researcher, educator and physician, Dr. Kent is an internationally recognized leader in academic medicine. He was elected to the 2019 class of inductees into the National Academy of Medicine, one of the highest honors in the fields of health and medicine. He is the 2019-2020 chair 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 nearly four years as dean, Dr. Kent helped Ohio State make significant investments in research through growth of infrastructure and recruitment.

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.

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 SACSCOC accreditation. Every 10 years, the University undergoes an extensive reaffirmation process according to the guidelines and principles established by the Commission. The University completed its most recent reaffirmation in 2017, without recommendation. To satisfy reaffirmation requirements, the University addressed approximately 90 standards and developed a Quality Enhancement Plan (QEP) focused on advancing writing across the undergraduate curriculum. In between decennial reaffirmations, the University is required to submit a Fifth-Year Interim Report where it must address approximately 20 reaffirmation standards and summarize the outcome of its QEP. The University’s next fifth-year report is due March 2022. SACSCOC publishes its accrediting standards in Principles of Accreditation: Foundation for Quality Enhancement. The standards were last revised January 1, 2018.
University Leadership

CABINET

M. Elizabeth Magill
Executive Vice President and Provost

Jennifer “J.J.” W. Davis
Executive Vice President and Chief Operating Officer

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

Timothy J. Heaphy
University Counsel

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

Colette Sheehy
Senior Vice President for Operations

John C. Jeffries Jr.
Senior Vice President for Advancement

Mark M. Luellen
Vice President for Advancement

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

Kevin G. McDonald
Vice President for Diversity, Equity, Inclusion and Community Partnerships

Melody S. Blanchetto
Vice President for Finance

John Kosky
Interim Vice President and Chief Human Resources Officer

Melur K. “Ram” Ramasubramanian
Vice President for Research

Patricia M. Lampkin
Vice President and Chief Student Affairs Officer

Carla G. Williams
Director of Intercollegiate Athletics Programs

Betsey Daley
Associate Vice President for State Government Relations and Special Assistant to the President

Virginia H. Evans
Vice President and Chief Information Officer

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

Margaret S. Grundy
Chief of Staff

Carolyn D. Saint
Chief Audit Executive

William J. Antholis
Director of the Miller Center

Lily West
Interim President and CEO, UVA Alumni Association

Joel Hockensmith
Chair of the Faculty Senate

Susan E. Kirk, M.D.
Chair-Elect of the Faculty Senate

Ellen M. Bassett
Immediate Past Chair of the Faculty Senate

A. Bobby Chhabra, M.D.
President, UVA Physicians Group

Wendy M. Horton
Chief Operating Officer, UVA Health

DEANS

Maurice Apprey
African American Affairs

Ian B. Baucom
College and Graduate School of Arts and Sciences

Scott C. Beardsley
Darden School of Business

Craig H. Benson
School of Engineering and Applied Science

Ila L. Berman
School of Architecture

Philip E. Bourne
School of Data Science

Pamela F. Cipriano (Interim)
School of Nursing

Risa L. Goluboff
School of Law

Allen W. Groves
Students

Alex E. Hernandez
School of Continuing and Professional Studies

Nicole Thorne Jenkins
McIntire School of Commerce

Robert C. Pianta
Curry School of Education and Human Development

Gregory W. Roberts
Undergraduate Admission

Ian H. Solomon
Frank Batten School of Leadership and Public Policy

John M. Unsworth
Libraries

David S. Wilkes, MD
School of Medicine

VICE PROVOSTS

Megan A. Barnett
Academic Initiatives

Maité Brandt-Pierce
Faculty Affairs

Adam R. Daniel
Planning

Archie L. Holmes
Academic Affairs

Ronald R. Hutchins
Academic Technology

Jody K. Kielbasa
The Arts

Stephen D. Mull
Global Affairs

Louis P. Nelson
Academic Outreach

Anda L. Webb
Administration
## Employee snapshot

<table>
<thead>
<tr>
<th>Total UVA Employees</th>
<th>30,405</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Division</td>
<td>19,257</td>
</tr>
<tr>
<td>Medical Center</td>
<td>9,374</td>
</tr>
<tr>
<td>University of Virginia Physicians Group</td>
<td>968</td>
</tr>
<tr>
<td>College at Wise</td>
<td>833</td>
</tr>
</tbody>
</table>
**Workforce | SNAPSHOTs**

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

### UVA ORGANIZATIONS

Total UVA employees: 30,405

- **Academic Division**: 19,257
- **Medical Center**: 9,347
- **UPG**: 968
- **Wise**: 833

*Note: This graph incorporates staff data only. See page 22 for faculty data.*

### GENDER

- **Male**: 36.5%
- **Female**: 63.5%

*Note: This graph incorporates staff data only.*

### EMPLOYEE TYPE

- **Staff**: 16,774
- **Student Workers**: 7,176
- **Faculty**: 4,439
- **Other (wage, temp, etc.)**: 2,016

### ETHNICITY

- **African American**: 10.7%
- **Other Minority**: 16%
- **Non-minority**: 73.3%

*Note: This graph incorporates staff data only. See page 22 for faculty data.*

### AGE

- **Generation Z** (1997-present): 19.5%
- **Generation Y/Millenials** (1981-1996): 41.4%
- **Generation X** (1965-1980): 22.7%
- **Baby Boomers** (1946-1964): 16.2%
- **Silent Generation** (1928-1945): 0.2%

*Note: This graph incorporates staff data only. See page 23 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.

**FY2019-20 Proportional Sources of Funding- by School**

<table>
<thead>
<tr>
<th>School</th>
<th>Proportional Sources of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture</td>
<td>$22.1M</td>
</tr>
<tr>
<td>Arts &amp; Science</td>
<td>$401.7M</td>
</tr>
<tr>
<td>Batten</td>
<td>$23.3M</td>
</tr>
<tr>
<td>McIntire</td>
<td>$57.8M</td>
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<tr>
<td>SPCPS</td>
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<td>Curry</td>
<td>$75.9M</td>
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<td>Darden</td>
<td>$113.7M</td>
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<tr>
<td>Data Science</td>
<td>$14.8M</td>
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<tr>
<td>Engineering</td>
<td>$193.3M</td>
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<tr>
<td>Law</td>
<td>$86.2M</td>
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<tr>
<td>Medicine</td>
<td>$448M</td>
</tr>
<tr>
<td>Nursing</td>
<td>$24.5M</td>
</tr>
</tbody>
</table>

**FY2019-20 Proportional Sources of Funding- by School**
ACADEMIC FACULTY
BY SCHOOL
FALL 2019

Total N=2,899; this graph includes all salaried academic faculty in 12 schools, including those with temporary administrative appointments.

ACADEMIC FACULTY
BY SCHOOL AND TYPE  FALL 2019

- General/NTT Faculty
- Tenured&TenureTrack Faculty

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
DISTRIBUTION OF TENURED & TENURE-TRACK FACULTY
BY BROAD AGE AND YEAR, 1988-2019

DISTRIBUTION OF GENERAL FACULTY
BY BROAD AGE AND YEAR, 1988-2019

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.”
Every two years, in the odd-numbered year, the State Council of Higher Education for Virginia requires public institutions of higher education to update their enrollment projections based on a seven-year time frame. Between fall 2010 and fall 2019, UVA increased on-grounds undergraduate enrollment by 2,115 students, a 12.7 percent increase. Throughout this growth period, the University maintained an approximate 70/30 ratio of in-state to out-of-state students. Planned enrollment growth demonstrates UVA’s commitment to serving the higher education needs of Virginia and the nation and supports the Higher Education Opportunity Act of 2011.

New enrollment projections were approved by the BOV and SCHEV in spring 2019 to maintain on-grounds enrollment at general levels, with a 1.5 percent increase – 337 students – between fall 2019 and fall 2025. Based on the new School of Data Science and other initiatives stemming from the 2019 institutional strategic plan, the University anticipates adjusting the undergraduate target for fall 2021 when updated enrollment projections will be due to SCHEV.

In this section, you will see more data on 2019 undergraduate enrollment and graduate enrollment across all schools for the past nine years.
UNDERGRADUATE ENROLLMENT - FALL 2019

Data for both years supplied from the Office of Undergraduate Admission

4,352 Virginians were offered admission to UVA as first-time, first-year students; 2,598, or 60%, enrolled.

735 Virginians were offered admission as transfers - 564 of whom enrolled.

The admission offer rate for Virginians was 36% for first-year students and 52% for transfer students, compared to 19% and 23% for non-Virginians.

First-year African American enrollment was 361 (includes multi-race A/A).

First-generation first-year college attendees was 502.

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

PRELIMINARY UNDERGRADUATE ADMISSION STATISTICS (based on first year accepted offers) - FALL 2020

Record application volume of 41,025.

Increased selectivity: Offer rate declined from 24% last year to 23% this year.

43% of students accepted offers of admission, compared to 40% last year.

Increased diversity: 37% of our accepted offers are students of color, up from last year.

Increased African American enrollment: 381 A/A students accepting offers this year (includes multi-race A/A).

African American yield: 33.7% (includes multi-race A/A).

SAT mean of students accepting offers changed to 1395 from 1408 last year.

185 non-resident alien vs. 206 last year.

56% are women.

Historically highest number of first generation college students: 535 (last year 507).
UVA is one of only two public universities in the US to meet full-need on a need-blind basis; we consider a family’s finances independently of evaluating admission application materials. The University meets 100 percent of students’ demonstrated financial need through a combination of scholarships, grants, work-study and need-based loans. UVA is committed to limiting need-based loans for students with financial need, 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 2019-20, UVA provided approximately $155 million in need-based financial aid from all sources to undergraduate students through its financial aid program, Access UVA.

35.6 percent of undergraduate students had need.

55.2 percent of undergraduate students received some level of financial assistance.

6.7 percent of our undergraduate students graduate with no debt; Of the 33 percent of students who graduated with debt in 2019, the average need-based debt was $10,464 for in-state undergraduates and $16,561 for out-of-state undergraduates. Some students choose to take additional loans to cover their estimated family contribution or other expenses. When these additional loans are included, the average total debt for in-state undergraduates with debt is $23,400 and for out-of-state students, it is $32,819.

**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. In April 2019, the Board of Visitors rolled back a previously approved 2.9 percent in-state undergraduate tuition increase for 2019-20 and maintained the 2018-19 rate for another year. The decision reflects the Board's commitment to affordability and was made possible by the Virginia General Assembly's allocation of additional funds to support higher education in 2019-20. In December 2019, the Board approved tuition rates for the 2020-21 academic year. 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.

**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. The students could request 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 which totaled $5.85 million for grants to be paid directly to students. Prorated housing and dining charges were refunded to students after residence halls closed following an extended break in the Spring 2020 semester.
UNDERGRADUATE ENROLLMENT
FALL 2018

Data includes all degree-seeking students enrolled at fall census

GRADUATE ENROLLMENT
FALL 2010-2019

Data includes all degree-seeking students enrolled at fall census
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
Curry 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

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

Ila Berman, dean since 2016 and Edward E. Elson Professor, is an architect, theorist, and curator of architecture and urbanism whose research investigates the relationship between culture and the evolution of contemporary material, technological and spatial practices.

Berman received a Bachelor of Architecture with high distinction in 1983 from Carleton University, where she graduated top in her class and received the Lieutenant Governor of Ontario Medal for Design. She earned a Master of Design Studies degree in 1991, followed by a Doctor of Design in 1993 in architectural history, theory and criticism, both from Harvard University’s Graduate School of Design. She is the recipient of numerous awards and distinctions including a Special Achievement Award from the American Institute of Architects and the President’s Award for Excellence in Teaching. Over the last decade, she has provided academic and administrative leadership and vision to numerous highly respected institutions. In 2020, she was named into the RAIC College of Fellows. Read more about her at arch.virginia.edu/people/ila-berman

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

The Jessie Ball Dupont Fund supported “Building Climate Resilience in Virginia’s Northern Neck,” which focuses on community-driven planning and grassroots action. "The Spatial Implications of the Changing Nature of Work” was funded by Google, Inc., to investigate how technological advances and increasing globalization have significantly altered the architecture of the contemporary workplace. The National Endowment for the Humanities funded “Thomas Jefferson: The Public and Private Worlds of Monticello and the University of Virginia,” providing educational opportunities to K-12 teachers to enrich and revitalize their understanding of Jefferson’s writings and architecture, and their associated histories and narratives.
SNAPSHOTS

Smart Cities  Architecture’s Next Cities Institute Pilot Project, “Networked Public Space,” investigates how data-responsive urban architectures and infrastructures can function as catalytic tools of action, deepening human relationships to their communities and facilitating socio-political responses to urban environmental challenges.

Diversity, Equity and Inclusion Scholarships Named after the School of Architecture’s first African-American graduates, the Edward Wayne Barnett and Audrey Spencer-Horsley Scholarships were established in spring 2020 to support incoming graduate students who best exemplify the School’s commitment to increasing the benefits of a diverse, equitable, and inclusive learning environment and society. Four inaugural recipients were named DEI Scholars in June 2020.

Graduate Program Rankings The School’s graduate programs in Architecture and Landscape Architecture rose in the DesignIntelligence rankings this year overall. Both programs also ranked No. 2 nationally for “Most Hired from Architecture Schools and Landscape Architecture Schools.” DesignIntelligence also honors excellence in education by naming “The Most Admired Educators” — which recognized the exemplary work of two UVA faculty, Professors Elizabeth Meyer and Peter Waldman.

Largest-Ever Gift Marking the School’s 100th anniversary, Architecture received an anonymous bequest of $20 million — the largest gift received to date. The bequest will enhance excellence in scholarship and expand opportunities for global learning experiences, primarily benefiting the Department of Architectural History.

BUDGETED SOURCES FY 2021

Total budgeted sources: $22,101,332

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

Figures are in thousands

ENROLLMENT FALL 2019

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- 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 six years, he has overseen an ambitious 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 moves toward full implementation this fall. 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 him online at as.virginia.edu/office-dean

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

Charles Marsh, Religious Studies, Project on Lived Theology - Lilly Endowment ($1.53M)  
Ilse Cleeves, Astronomy, The Role of Energetic Processes in Kindling Planet Formation - Packard Foundation award ($875,000)  
Don Hunt, Chemistry, Protein Sequencing by Tandem Mass Spectroscopy, National Institutes of Health (NIH) – ($757,000)  
Xi Yang, Environmental Sciences, The Coordinated Structural and Physiological Responses of Trees to Water Stress: an Organismal Approach, National Science Foundation (NSF) – ($649,000)

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

Ken Hsu, Chemistry – ($681,000)  
Dan Meliza, Psychology – ($600,000)  
Marilyne Stains, Chemistry – ($446,000)  
Cristian Danna, Biology – ($400,000)
SNAPSHOTS

Student Engagement The third academic year (2019-20) of the new College Curriculum pilot was completed under the leadership of the College Fellows, the A&S faculty members entrusted with designing and teaching the new Engagements courses for first-year students. A&S faculty voted in October of 2019 to fully adopt the new curriculum, moving toward full implementation with the start of the Fall 2020 semester.

Democracy Initiative The College, in partnership with UVA units across Grounds, is building on its newly launched Democracy Initiative—a research, teaching, and public engagement effort focused on urgent issues related to democracy worldwide. Two new labs (Democratic Statecraft; Deliberative Media Initiative) were launched, and major events including The 1619 Project with Nikole Hannah-Jones focused on the legacy of slavery in the U.S. as well as the anti-corruption forum with businessman and activist William Browder were held this academic year. In addition, former Board of Visitors member John L. Nau III, through his family foundation, committed $27.5 million for the Initiative which was bolstered by more than $17 million from the Bicentennial Professors Fund for a total impact of more than $44 million.

Graduate Education The Interdisciplinary Doctoral Fellowship program was introduced to recruit top students in novel research areas that parallel key investments in faculty cluster hiring—including neuroscience, astrochemistry, and Caribbean studies. The first cohort of Bridge to the Doctorate fellows has been recruited, a program that helps underprepared members of underrepresented populations become competitive for admission to UVA’s doctoral programs. The doctoral fellowships are designed to help attract underrepresented students who demonstrate great academic potential. In addition, in 2019-20 the Graduate School welcomed its first cohort of 16 Dean’s Doctoral Fellows and have another 13 fellows matriculating in 2020-21.
LEADERSHIP

Ian H. Solomon, dean since 2019

Ian Solomon is an educator, policymaker, diplomat and businessman with more than 20 years of experience in countries across the globe. Prior to his arrival at the Batten School, Solomon was CEO of SolomonGlobal, a leadership development and advisory firm devoted to building capacity for negotiation, collaboration and conflict resolution.

Before founding SolomonGlobal, Solomon served as vice president for Global Engagement at the University of Chicago, where he led teams in Chicago, Beijing, New Delhi and Hong Kong to establish and support international programs, overseas centers, research collaborations and global education opportunities. Solomon represented the United States at the World Bank Group as executive director and has been a senior adviser to U.S. Treasury Secretary Timothy Geithner, legislative counsel to then-U.S. Sen. Barack Obama, an associate dean at Yale Law School, and a consultant with McKinsey. Solomon earned his A.B. magna cum laude from Harvard University and his J.D. from Yale Law School.

Read more about him 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

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 entrepreneurship; law enforcement; international development; energy and the environment; lawmaking; political participation; community relations; and national security. The School hosts six 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 entrepreneurship, education, leadership simulation, 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 2021
Total budgeted sources: $23,339,605

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

Figures are in thousands

ENROLLMENT
FALL 2019

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF
FALL 2019

- 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
2019-2020

- Bachelor’s
- Master’s

Preliminary data pending final processing in August
LEADERSHIP

Nicole Thorne Jenkins, Dean since 2020

Nicole Thorne Jenkins became the John A. Griffin Dean of the McIntire School of Commerce at the University of Virginia on July 1, 2020. Prior to arriving at McIntire, Jenkins was the Von Allmen Endowed Chair of Accounting and Vice Dean in the Gatton College of Business and Economics at the University of Kentucky. Before joining Kentucky, she served on the faculty at Vanderbilt University and Washington University in St. Louis.

Jenkins received her PhD in accounting from the University of Iowa and completed her undergraduate work at Drexel University. Her research interests include the investigation of financial reporting failures, share repurchase, and the effect of social networks on performance outcomes. Her teaching experience has focused on financial reporting topics in both executive education, graduate, and undergraduate programs. Jenkins is a certified public accountant and is the immediate past president of the Financial Accounting & Reporting Section of the American Accounting Association. Prior to becoming an academic, she was an auditor and consultant at PriceWaterhouse and Coopers & Lybrand. Additionally, she consults and serves as an expert witness in matters related to financial reporting, valuation and estimation of damages.

Read more about her 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

* on hiatus 2021-22

RESEARCH HIGHLIGHTS

Suprateek and Saonee Sarker published a paper on the impact of technostress on the performance and well-being of healthcare workers. Jingjing Li and Natasha Foutz wrote multiple articles examining the role of individualism during crisis, using specifically conducted big data analytics on collective action during COVID-19. Julia Yu published a paper that reports on the use of machine learning to convert raw accounting numbers from firms’ 10-Ks (annual reports) into a predictor for accounting fraud, outperforming existing fraud detection models by a large margin. The 2020 Sales SIG Excellence in Research Award went to McIntire Professor Jeffrey Boichuk and his co-authors for the paper “Managing Laggards: The Importance of a Deep Sales Bench,” which explores a motivational strategy for increasing the performance of underperforming salespeople.
SNAPSHOTS

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.

Integrated Core Experience  McIntire recently celebrated more than 20 years of readying students for the global business marketplace through its innovative and immersive hallmark undergraduate program the Integrated Core Experience.

Accolades  The undergraduate program was ranked No. 3 in the U.S. in December 2019 by business education website Poets&Quants.

The M.S. in Commerce was ranked as the top U.S.-based MiM program and sixth worldwide in June 2019 by The Economist. Other high ratings for the graduate program included #1 for its range of and access to overseas studies, #2 for education experience, #2 for career services, and #4 for salary.

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 #3 multi-campus program.

BUDGETED SOURCES FY 2021

Total budgeted sources: $57,764,425

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

Figures are in thousands

ENROLLMENT FALL 2019

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August

Darden and Commerce partner on 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 2018, 41 students were enrolled in this program, and 39 degrees were conferred in 2019-20.
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 him online at scps.virginia.edu/about/meet-the-dean/

DEGREES AWARDED AND MAJORS OFFERED


MISSION

SCPS helps working adults finish their degrees and advance in their careers. The School offers a variety of online programs designed for part-time, non-residential students who need another path to a great education. SCPS builds innovative education experiences that change lives. Whether it is helping a student complete their bachelor’s degree after life took them in a different direction or opening a door to a career opportunity that seemed out of reach, the School helps Virginians through life’s biggest moments. SCPS’s mission is 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 1.1 million 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 Bachelor of Interdisciplinary Studies program, students complete their degrees at a rate that’s more than double the national average for similar programs. First-year retention is also more than twice the national average.

Access SCPS In 2020, SCPS partnered with the College to create UVA Launchpad for students whose summer experiences were disrupted by COVID-19. The program, which saw incredible demand, develops the human skills and digital skills students need to thrive in the world of work.

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’s a personal challenge just to say that I have achieved a degree from UVA. I wouldn’t have been able to do this 15 years ago when I got out of high school. [The School of Continuing and Professional Studies] gives me an opportunity to continue my degree at a pace that worked for me.”

Tyler Dean, Class of 2020

BUDGETED SOURCES FY 2021

Total budgeted sources: $12,880,149

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

Figures are in thousands

ENROLLMENT FALL 2019

- Degrees
- Certificates
- Partnered Programs

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- Bachelor’s

Preliminary data pending final processing in August
LEADERSHIP

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

In addition to his role as dean, Robert Pianta is a professor of psychology, and founding director of the Center for Advanced Study of Teaching and Learning at the University of Virginia. 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. In particular, 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 $60 million 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 Fellow of the American Education Research Association and received the Distinguished Alumni Award from the University of Minnesota in 2016. Read more about him online at curry.virginia.edu/pianta

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

25,743,777 in sponsored research this fiscal year to date, including more than $8 million 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 $14 million, school faculty prepare predoctoral and postdoctoral fellows for research careers in education science, including in autism spectrum disorders and special education.
SNAPSHOTS

US News & World Report Rankings #3
Online Graduate Education School and #15 Graduate Education School in the U.S. Top online graduate programs: #4 in Curriculum & Instruction; #7 in Administration & Supervision; #7 in Special Ed. Top graduate programs: #4 in Special Ed; #6 in Elementary Ed; #6 in Secondary Ed; #6 in Administration & Supervision; #10 in Ed Policy

Partnerships
Committed to the impact of collaboration, the Curry School has academic degree partnerships with six UVA Schools, as well as an early childhood education initiative with SCPS, a national education leadership program with Darden, and multiple research projects with the School of Engineering. Across the Commonwealth, the Curry School partners with more than 100 Virginia school divisions through the UVA K-12 Advisory Council. Additionally, researchers at the Curry School have long-term partnerships with New York City and Washington, D.C., with state governments in VA, LA, IN, TN, and with a number of countries in Latin America.

Initiatives
Curry School faculty engage in a number of major cross-disciplinary initiatives aimed at transforming education and human development systems. These include: Increasing the quality and impact of early education programs in every locality in VA, and several across the US; Improving the lives of individuals with autism through research and innovative models for intervention and training, in addition to a robust online platform connecting families with autism to resources, new data and research opportunities; Reinventing American middle schools based on contemporary evidence of positive youth development, including research on the adolescent brain; Recording oral histories of Civil Rights era educators and investigating policies related to race and public education in the South; Examining the role of movement in human health and well-being, including exercise as medicine and using technology in injury prevention; Measuring how simulation-based teaching practice sessions can improve learning for pre-service teachers.

BUDGETED SOURCES FY 2021
Total budgeted sources: $75,930,583
- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A
Figures are in thousands

ENROLLMENT FALL 2019
- Undergraduate
- Graduate
Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019
- 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 2019-2020
- Bachelor’s
- Master’s
- EDS
- Doctorates
Preliminary data pending final processing in August
LEADERSHIP

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

Scott C. Beardsley serves as the ninth dean of Darden. Motivated by Darden’s mission to improve the world by inspiring responsible leaders through unparalleled transformational learning experiences, Beardsley has established a bold vision and strategy for the School and has led innovations and advancements on multiple dimensions, including program innovation, fundraising and talent recruitment. 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 him online 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 has multiple research Centers of Excellence, including the Institute for Business in Society, the Richard A. Mayo Center for Asset Management, and the Batten Institute, which supports entrepreneurship, technology and innovation. The largest gift in Darden history from Sands Capital Management Founder Frank M. Sands Sr. (MBA ’63) created the Sands Institute for Lifelong Learning to spur innovation in degree, non-degree and online offerings. The Sands Professorship Fund will support 12 faculty chairs to boost pedagogical innovation and engagement with practice, including case writing and course and program development. A new documentary film, Fishing With Dynamite, from Darden Professor Bobby Parmar and Jenny Mead, with Academy Award-winning filmmaker Paul Wagner, explores the many faces of modern capitalism. New books from Darden faculty include Strategic Execution: Breakthrough Performance in Business by Professor Scott Snell and Race, Work and Leadership: Perspectives on the Black Experience by Laura Morgan Roberts. Darden faculty research and ideas are highlighted in Darden Ideas to Action.
SNAPSHOTS

Student Experience  Darden classes continue to break records for quality and career outcomes. The full-time MBA Class of 2021 welcomed a record 40 percent women, while the number of students studying at UVA Darden DC Metro in the Executive MBA and Master of Science in business analytics, delivered with the UVA McIntire School of Commerce, reached an all-time high.

The Batten Foundation Darden Worldwide Scholarship program funds a global course for each full-time MBA student. Darden announced 18 courses and record participation in the Class of 2019.

Graduates of that class received the highest starting salaries in School history, the highest percentage of offers accepted within 90 days after graduation, and a 14-year high in full-time offers received within 90 days of graduation.

Faculty  Darden continues to invest in the next generation of faculty and welcomed eight new professors. Over the past five years, Darden has hired 31 new full-time faculty members, several of whom have already garnered teaching awards.

Recognition  Darden’s MBA continues to achieve strong rankings, such as No. 5 in Bloomberg Businessweek in the U.S. and No. 1 among public universities and the No. 1 MBA education experience in the U.S. for the ninth consecutive year in The Economist. The Princeton Review rated Darden No. 1 for Best Professors for the third straight year.

Resources  Over the last four years, Darden has increased its sources of funds almost 40 percent. Darden’s Powered by Purpose campaign set new records for philanthropy in 2019, reaching over $300 million in total impact, including matching and other funds.

BUDGETED SOURCES FY 2021

Total budgeted sources: $113,675,886

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

Figures are in thousands

ENROLLMENT FALL 2019

Graduate

Includes all degree-seeking students enrolled for credit.

FACULTY | STAFF FALL 2019

- 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 2019-2020

- Master’s
- Doctorates

Preliminary data pending final processing in August

Darden and Commerce partner on 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 2018, 41 students were enrolled in this program, and 39 degrees were conferred in 2019-20
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 newly formed School of Data Science, only the 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, formed 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.

Bourne is leading an effort to create a new kind of school - a school without walls - that is fully integrated with all other schools across Grounds. A school whose guiding principles are interdisciplinarity, openness, transparency, diversity, excellence, integrity and innovation, all applied for social good. A place where best practices are exchanged and data and analytics are the catalyst for new forms of discovery, education and community engagement. A place that recognizes that the human and technological side of data science go hand-in-hand to provide social good.

Read more about him online at en.wikipedia.org/wiki/Philip_Bourne

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 Metropolitan Museum of Art and the Wikimedia Foundation to improve the search of the museum’s online collection. This project used image analysis and aims to make the collection more accessible, searchable, and visible to the world. 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

True Hybrid Program Before anyone heard of COVID-19, SDS was working on a parallel online version of the Masters in Data Science (MSDS) program. Now through necessity we are creating a high-quality hybrid program that is more than just recorded lectures, but a context-rich immersive experience.

Planned Degree Programs In addition to adding three cohorts of the online MSDS, the School hopes to add an undergraduate minor and a PhD Program in Data Science, both in 2021, with long-term plans to offer a full-four-year undergraduate DS degree.

Preparing to Occupy the Emmet/Ivy corridor Architect and builder selection point to breaking ground in early 2021 for the School of Data Science building, which is being designed with the School’s guiding principles in mind.

Team Ramp Up The School is moving from a start-up institute to full operations by hiring the best and the brightest, establishing operational policies and procedures, and creating an organizational structure that reflects how best to fulfill our guiding principles.

Diversity, Equity and Inclusion (DEI) A new school has the opportunity to establish a culture from scratch—an opportunity not to be missed. To this end we are immediately hiring an Associate Dean for DEI, an Activist in Residence, and providing appropriate financial aid to be sure DEI persists within our own organization and in all those we train.

New Partnerships Our unique organizational model and our focus on integrating internal and external partners contributes to our sustainability. Through a balanced portfolio of activities we nurture collaborative research opportunities, establish workforce pipelines, and create continuous education opportunities, with an increasing emphasis in northern Virginia.

BUDGETED SOURCES FY 2021

Total budgeted sources: $14,824,248

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

Figures are in thousands

ENROLLMENT FALL 2019

- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- Faculty, general/NTT
- PRS
- Staff

In Fall 2019, including joint appointments, the School of Data Science supported a total of 8.30 faculty FTE.

DEGREES CONFERRED 2019-2020

- Master’s

Preliminary data pending final processing in August
LEADERSHIP

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

With the belief that environmental engineers are gatekeepers managing the interfaces between the industrial and natural worlds to ensure quality of life for all, Dean Benson has conducted research related to protection of the environment for three decades. As a geoenvironmental engineer, his primary focus is on environmental containment of solid, hazardous, radioactive, and mining wastes; beneficial use of industrial byproducts; and sustainable infrastructure. He is recognized as the foremost international authority on engineered barriers for waste containment and is widely sought for his expertise in design, operation, and performance assessment of waste disposal facilities. His expertise includes municipal solid waste, hazardous waste, coal combustion residuals, mining and mineral processing wastes, low-level radioactive waste, mixed radioactive waste, and uranium mill tailings. Read more about Dean Benson online at engineering.virginia.edu/about/message-dean-benson

DEGREES AWARDED AND MAJORS OFFERED

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

Bachelor of Arts: Computer Science


RESEARCH HIGHLIGHTS

UVA Engineering faculty, including Biocomplexity Institute researchers, quickly rose to the challenge of addressing the COVID-19 pandemic through computational epidemiology that helped national and Virginia leaders with decision-making. In addition, engineering researchers are studying key proteins important to coronavirus growth and propagation. UVA Engineering is innovating for a sustainable and connected world, with federally funded projects in wind turbine technology, bio-based materials for energy storage and new lightweight alloys for automobiles. UVA Engineering continues to educate future research leaders. In fall 2019, the Link Lab welcomed the first graduate student cohort funded by a National Science Foundation Research Traineeship grant in the area of cyber-physical systems, making UVA the only university to receive a grant on this topic from the highly competitive national program.
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 75% between FY16-FY19. 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, 33% percent 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 percent compared to the national average of about 18 percent.

BUDGETED SOURCES FY 2021

Total budgeted sources: $193,320,533

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

Figures are in thousands

ENROLLMENT FALL 2019

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- Bachelor’s
- Master’s
- 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.

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/faculty/profile/rlg3t/1167304

DEGREES AWARDED AND MAJORS OFFERED

Juris Doctor | Master of Laws | Doctor of Juridical Science

RESEARCH HIGHLIGHTS

The podcast “Common Law,” hosted by Dean Goluboff and Vice Dean Leslie Kendrick and now in its second season, features UVA faculty who discuss their research. Faculty published books on the prosecution of global banks for corporate malfeasance, a federal right to education, an originalist argument against the expanding powers of the U.S. presidency, ethics in criminal law, the new restatement of foreign relations law, and the institution of rule of law in Revolutionary Virginia, (a book that won finalist ranking for the 2019 David J. Langum, Sr. Prize in American Legal History.) The research of Professors Pierre-Hugues Verdier and Mila Versteeg was cited in a landmark Supreme Court of Canada decision that holds Canadian companies accountable for human rights abuses.

Faculty also put their research to work for the greater good: Professors Ruth Mason and Andrew Hayashi helped organize a coalition of tax scholars to form Project SAFE, which provides policy recommendations to ease the crisis in state finances caused by COVID-19, and Professor Rachel Harmon is among a coalition of legal experts recommending changes to criminal justice and policing.
SNAPSHOTS

Highly ranked The Law School is No. 8 in U.S. News & World Report’s annual law school ranking released in March 2020. The 2020 Princeton Review rankings rated the Law School No. 1 in Best Professors, Best Quality of Life and Best Classroom Experience, and No. 2 in Best Career Prospects. Above the Law ranked the Law School No. 1 in its 2019 law school rankings, which focus on employment outcomes.

Career success According to American Bar Association data, the School of Law’s Class of 2019 is No. 5 in obtaining what Law.com calls “elite” jobs — jobs at law firms with more than 100 lawyers, or federal clerkships. The Law School is also No. 3 in the number of 2019 graduates with full-time, long-term jobs requiring a law degree.

Federal judiciary The Law School is No. 5 in the number of federal judicial clerks for the classes of 2015-19, and No. 4 in Supreme Court clerkships from 2005-20.

Supreme Court citations The U.S. Supreme Court cited UVA Law professors more than any other school’s faculty in the 2016 and 2017 terms, according to a study of academic journal citations released in the fall of 2018.

Honor the Future The Law School launched its Honor the Future campaign Oct. 11 with a $400 million goal. The campaign will focus on scholarships, loan forgiveness for graduates pursuing public service careers, professorships, programs and curricular initiatives, and unrestricted gifts.

Faculty distinction Including UVA President Jim Ryan and incoming Executive Vice President and Provost Liz Magill, the Law School has 10 members of the American Academy of Arts and Sciences and 26 members of the American Law Institute.

BUDGETED SOURCES FY 2021

Total budgeted sources: $86,228,508

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

Figures are in thousands

ENROLLMENT FALL 2019

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- Master’s
- Doctorates
- Juris Doctor

Preliminary data pending final processing in August
LEADERSHIP

Dr. David S. Wilkes, dean since 2015

Dr. David S. Wilkes is a board-certified specialist in pulmonary disease and critical care medicine. Prior to joining the University of Virginia, he served as executive associate dean for research affairs at the Indiana University School of Medicine.

Dr. Wilkes previously served as the Indiana University’s assistant vice president for research and as director of the Strategic Research Initiative for the Indiana University School of Medicine and Indiana University Health. He was also director of the Indiana University School of Medicine’s Physician Scientist Initiative. He has served as a permanent member of study sections at the National Institutes of Health (NIH), as well as a member of the National Advisory Council for the National Institutes of Allergy and Infectious Diseases. Discoveries from Dr. Wilkes’ lab were the basis for his founding ImmuneWorks, a biotech company developing novel therapeutics for immune-mediated lung diseases.

Dr. Wilkes serves on the Board of Visitors of the Lewis Katz School of Medicine at Temple University and the Villanova University Board of Trustees. He is the national director of the Harold Amos Medical Faculty Program for the Robert Wood Johnson Foundation, one of the nation’s leading programs in training physician-scientists. Read more about him online at uvahealth.com/about/health-system-info/leadership/david-s-wilkes-md-dean-uva-school-of-medicine

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

Along with increasing capabilities in neuroimmunology, genetics, addiction, brain injury, and imaging that contribute to an internationally recognized neurosciences program, the research portfolio related to health disparities, access to care, and the social and environmental determinants of health are elements of a burgeoning strength in population sciences. Cancer prevention and treatment is a long-standing area of strength. SOM is leveraging our Cancer Center Support Grant and expertise building toward NCI-Designated Comprehensive Cancer Center status.
SNAPSHOTS

Collaboration among Drs. Christopher Moskaluk, Amy Mathers, and Mindy Poulter led UVA Health being the first medical center in Virginia to develop an assay to test for COVID-19. UVA Health now offers COVID-19 testing to multiple hospitals across Virginia and North Carolina, and Governor Northam has designated UVA as the Commonwealth’s test site for the Virginia Department of Health.

School of Medicine investigators were involved in multiple clinical trials addressing COVID-19, including a national trial of remdesivir, which the Food and Drug Administration approved for emergency use to treat hospitalized patients with severe cases of COVID-19. UVA is also participating in the next phase of the NIH trial, which may lead to treatment for the dangerous inflammation of the lungs and other organ damage in severe cases of COVID-19. SOM investigator Larry Lum, MD, has begun a clinical trial treating COVID-19 patients with serum from recovered/convalescent COVID-19 patients.

Boris P. Kovatchev, PhD, Professor of Psychiatry and Neurobehavioral Medicine and Director of the Center for Diabetes Technology (CDT), developed the intellectual property for the currently most effective Artificial Pancreas (AP) algorithm to continuously monitor glucose and deliver insulin to Type I diabetics. This technology was licensed to industry and incorporated in a commercial system, and the FDA approved the new AP system for clinical use in December 2019.

Tuition The School has not increased medical school tuition for the entering classes of 2015-2020. Our goal is to have no tuition increase through the entering class of 2021.

Diversity The SOM has made a focused effort to increase diversity among learners and faculty. The SOM was among 43 US health professions schools to receive the 2019 Health Professions Higher Education Excellence in Diversity Award from INSIGHT Into Diversity magazine. This was the eighth consecutive year the SOM was recognized with this award. BlackDoctor.org included the UVA health system in its 2019 list of top Hospitals for Diversity.

BUDGETED SOURCES FY 2021

Total budgeted sources: $447,971,999

- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A
Figures are in thousands

ENROLLMENT FALL 2019

Graduate
Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- MD
- Master’s
- Doctorates
Preliminary data pending final processing in August
LEADERSHIP

Pamela F. Cipriano, PhD, RN, NEA-BC, FAAN, Sadie Heath Cabaniss Professor and Dean

Cipriano has spent more than 40 years as a nurse leader, mentor, and advocate focused on elevating nursing’s role from the bedside to the boardroom, in the classroom, community, and public policy arena. As president of the American Nurses Association from 2014-2018, she was the voice of the nation’s four million registered nurses. She currently serves as first vice president of the International Council of Nurses.

Cipriano was chief clinical officer/chief nursing officer for UVA Health for nearly a decade and, under her leadership, UVA Health earned its first Magnet® designation in 2006. A longtime faculty member, Cipriano is known internationally as an advocate for quality, safety, and gender equality, and is a champion of expanding nursing’s influence on health care policy. She is part of the National Academy of Medicine’s Action Collaborative on Clinician Well-Being and Resilience, and has repeatedly been lauded as a healthcare influencer by Modern Healthcare.

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

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

Funded investigations underway include work to create a novel decision tool for patients with advanced prostate cancer, a study to document strangulation injuries experienced by victims of intimate partner violence, and their permanent impact on the brain, an analysis of the pathway of pediatric sepsis, an analysis of how best to distribute scarce drugs and supplies, and a descriptive study of the needs of those caring for loved ones with end-stage kidney cancer and cognitive impairment.
SNAPSHOTS

Leaders’ Home The School is academic home to ten current presidents, presidents-elect, or past-presidents of key regional, national, and international nursing and healthcare organizations. More than one-third of the School’s full-time faculty are national academies fellows; 27 lead external organizations; and 25 hold national and regional healthcare positions.

Rankings Graduate programs are ranked No. 8 nationally among public universities (U.S. News & World Report 2021), and are Virginia’s only nursing programs ranked in the nation’s top 15. Other accolades: a No. 1-in-the-nation Clinical Nurse Leader master’s program, a No. 10 Doctor of Nursing Practice-Family Nurse Practitioner program, and No. 15 master’s programs.

A Destination RN to BSN applications have tripled since the program was reformatted in executive format, and the School received 1,275 applications for 75 spots in the BSN class of 2024.

Philanthropy in Action A $20 million gift is expanding the capacity and reach of baccalaureate education. The RN to BSN program is now offered in Charlottesville, Richmond, and, in 2021, Northern Virginia, and by 2022, BSN transfer students will grow by one-fifth. The gift will also double the size of and expand offerings in the Clinical Simulation Learning Center.

BUDGETED SOURCES FY 2021

Total budgeted sources: $29,499,754

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

Figures are in thousands

ENROLLMENT FALL 2019

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2019

- 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 2019-2020

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August
The University of Virginia’s College at Wise

LEADERSHIP

Donna P. Henry, PhD, chancellor since 2013

Donna Price Henry is the College 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. Most recently, Chancellor Henry launched the innovate2eleVate program, which provides iPads to each employee and student. This initiative promotes student academic success and democratizes 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 immediate 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: Chris Dearth, Vice Chancellor for Enrollment Management; Sim Ewing, Vice Chancellor and COO; Trisha Folds-Bennett, Provost and Vice Chancellor for Academic Affairs; Valerie Lawson, Vice Chancellor for Advancement and Alumni Engagement; Jewell Worley, Vice Chancellor for Student Affairs; Shannon Blevins, Vice Chancellor for Economic Development and Strategic Initiatives.
SNAPSHOTS

Enrollment and budget. UVA Wise enrolled 2,002 students in 2019-2020 and maintained a budget of $48.49 million.

Innovate2Elevate provides full-time students, faculty and staff with iPads, Apple pencils, and keyboards. The College aims to close the digital divide and leverage the digital age to improve student success and global competitiveness of graduates. College-wide access to the devices has immediately leveled the playing field between students who have the means to purchase a computer and those who do not. As an “Apple campus,” the college community now shares a common platform for learning and teaching.

Within Reach. Announced in 2019 and launched in Fall 2020, 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 student debt, often ranking first or second in the nation among public liberal arts colleges.

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, among students, faculty, and the community. 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 2019

- Faculty, general/NTT
- Faculty TTT
- Staff

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

DEGREES CONFERRED 2019-2020

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

Larry J. Sabato, founder and director since 1998

Larry J. Sabato is a New York Times best-selling author, has won three Emmys, and is recognized as one of the nation’s most respected political analysts. He appears multiple times a week on national and international TV, including FOX, CNN, MSNBC, and CNBC International. A Rhodes Scholar, Sabato is the founder and director of the University of Virginia’s Center for Politics and has had visiting appointments at Oxford and Cambridge universities in England. Next year marks Sabato’s 50th year of association with the University. Read more about him online at centerforpolitics.org/staff_sabato.html

SNAPSHOTS

Teaching Democracy The Center’s national Youth Leadership Initiative 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’ Crystal Ball newsletter provided political analysis to more than 50,000 subscribers and to countless others through expert analysis provided to local, state, national, and international news outlets. The Center also hosted many topical and well-attended in-person and virtual panels and discussions about key issues in American politics.

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 2021

Total budgeted sources: $2,738,315

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

Figures are in thousands
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.

BUDGETED SOURCES FY 2021

Total budgeted sources: $7,623,392

- University Support $227
- Gifts, endowments and other $1,190
- Grants, contracts and F&A $6,206

Figures are in thousands

LEADERSHIP

William Antholis, director and CEO since 2015

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

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

FACULTY | STAFF

Nine faculty, 27 affiliated faculty and fellows, and 22 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 him online at at.virginia.edu/2UtWgty

RESEARCH HIGHLIGHTS

A two-year grant from the Institute of Museum and Library Services to enable collaboration with the local community and the Equity Center at UVA to create a Charlottesville-Area Regional Equity Atlas, a platform to aggregate and make accessible data about local disparities ($150K)

Two-year grant from The Andrew W. Mellon Foundation to fund collaboration with Carnegie Mellon University and The HistoryMakers digital archive to increase discoverability and accessibility ($1M)

A seven-university pilot group will collaborate on work, funded by the Mellon Foundation, to create infrastructure for a scalable, national approach to the challenge in higher education of making text accessible for students with print disabilities. ($1M)

A grant from the Mellon Foundation will help scale up the work of Book Traces, a project to discover historically-significant, uniquely modified books in the circulating collections of academic libraries ($110K)

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 20 million manuscripts and archives, 5 million books, 662,000 other physical media items, 993,500 e-books, 290,000 e-journal subscriptions, and 3 TB of born digital materials. 2 million visits annually and more than 140,000 items checked out, 2,000,000 database searches, and 4,250,000 online journal downloads.

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 2019

Total budgeted sources: $42,750,981

- Tuition
- 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 eighteen 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.

AWARDS AND FUNDING

For five consecutive years, UVA research funding has grown steadily, from $311 million in FY14-15 to $412 million in sponsored funding in FY18-19, a 32.5% 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.

Federal funding is up by $129 million over the past five years, representing a 64% increase.

Moving forward and focusing on the 2030 Plan, the University identified five priority areas that represent major societal challenges and opportunities that draw on our existing research strengths: Democracy, Environmental Resilience and Sustainability, Precision Medicine, the Brain and Neuroscience, and Digital Technology and Society. In each area, the VPR will partner with the schools and departments to develop institutes, centers, and labs to amplify the impact of faculty work and strategically advance University scholarship.

UVA OSP AWARD BREAKDOWN: FISCAL YEAR COMPARISON

Comparing research funding year over year
**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 deploys strategic seed funding to catalyze faculty scholarship and collaborative research projects. Additional key parts of the strategy include faculty development and leadership, developing collaborative research space, research review and reporting, and fundraising. Nurturing faculty and projects along the growth trajectory—from promising to emergent to prominent to preeminent—and accelerating their growth via world class infrastructure complements cluster hires and top-tier targeted hiring.

**Three Cavaliers (3C) Seed Investment Program** The 3C program provided seed funding for groups of three collaborative faculty members from at least two disparate disciplines, located in different units or schools, to formulate and explore creative and consequential interdisciplinary research ideas. When the first round of 3C projects wrapped up in 2019, researchers reported that the program supported 95 conference papers/presentations, 75 journal articles, 34 applications for external funding (nine accepted), 21 technologies/techniques, three invention disclosures and one patent.

**Research Development** Over the last four 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 partnered 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.

**Intellectual Property Management and Technology Commercialization** is the 501(c)(3) UVA associated organization responsible for managing the University’s intellectual property portfolio. LVG works to maximize the intellectual, societal, and economic impact of UVA’s research discoveries via commercialization to enrich and improve lives for the University, the Commonwealth and the world. Each year LVG generates 200+ invention disclosures, executes 75+ commercial transactions, and launches five to seven new companies. In FY19, LVG recorded 238 invention disclosures, executed 78 commercial transactions, earned 52 U.S. issued patents, and launched nine new ventures.

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**SEED FUNDING WITH A STRATEGY**

[Diagram showing seed funding strategies]
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).
Pan University Institutes

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.

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.
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 we do, we work 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, University of Virginia Physicians Group, the School of Nursing, and the Claude Moore Health Science Library. Here is a snapshot of how we serve people throughout the Commonwealth through patient care, research and education.

Patient Care

UVA Health provides tertiary, quaternary and Level I trauma services through the University Hospital, and primary and specialty care through multiple outpatient clinics and facilities. 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.

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

During fiscal year 2019, UVA Medical Center:

Cared for 225,176 Virginia residents.

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

Had an all-payor Case Mix Index (CMI) of 2.10. That compares to an average all-payor CMI of 2.08 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 890,000 visits to more than 100 primary and specialty care outpatient clinics.

Had over 64,000 visits to its Emergency Department.

Performed 31,080 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 339 transplants – This is the second consecutive record setting year in total volume for the UVA Transplant Center, which included 22 pediatric transplants (highest volume in the Commonwealth). During this time, the Transplant Center also performed a combined 114 adult and pediatric liver transplants, a first in its 50-plus year history.

Delivered 1929 babies, most of whom were high risk or complex births. Our neonatal intensive care unit (NICU) is Level IV, the highest level of care for babies.

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

Offered over 60 specialty telemedicine services.

Employed over 9000 people at the Medical Center and its other business units (Outpatient Surgery, Off Campus Dialysis, Community Medicine, Transitional Care Hospital, UVA Imaging, and Continuum Home Health).

Care was provided by 939 attending physicians at the Medical Center, who are employed jointly by the School of Medicine and the faculty practice plan, University Physicians Group (UPG).

Trained 781 residents and fellows in 132 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 2019, UVA provided over $282 million in indigent care.

Patients come from every region of Virginia.

HIGH-QUALITY CARE

In the 2020-2021 U.S. News & World Report Best Hospitals guide, UVA is ranked the No. 1 hospital in Virginia for the 5th consecutive year. Nationally recognized specialties by U.S. News at UVA include:

<table>
<thead>
<tr>
<th>Children’s Hospital</th>
<th>Best in 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology and heart surgery</td>
<td>No. 37</td>
</tr>
<tr>
<td>Diabetes and Endocrinology</td>
<td>No. 40</td>
</tr>
<tr>
<td>Urology</td>
<td>No. 43</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>No. 43</td>
</tr>
<tr>
<td>Neonatology</td>
<td>No. 49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hospitals (adults)</th>
<th>Best in 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gynecology</td>
<td>No. 41</td>
</tr>
<tr>
<td>Ear, nose and throat</td>
<td>No. 42</td>
</tr>
</tbody>
</table>

Six specialties were rated as “high performing” or among the top 10% nationally:

- Urology
- Nephrology
- Orthopedics
- Pulmonology & lung surgery
- Cancer
- Gastroenterology and GI surgery


Has nationally recognized faculty for patient care, with 233 UVA physicians honored among the 2019-2020 “Best Doctors in America” by Best Doctors, Inc.
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:

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

**Fortify Children’s Health, LLC** is a clinically integrated network (CIN), comprised of over 900 pediatricians, family medicine providers and pediatric specialists, dedicated to improving children’s health formed by UVA Health System and Children’s Hospital of the Kings Daughters (CHKD) in 2018. The network builds on a regional collaborative for cardiac care between CHKD and UVA. The CIN is designed to improve patients’ health and lower costs through care coordination and by implementing physician-designed clinical standards.

Effective January 1, 2020, Fortify has value-based contracts with 2 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.

Bon Secours Virginia and UVA Health are collaborating to provide a variety of patient care services in Richmond, including interventional neuroradiology, pediatric genetics and heart care, as well as liver transplant care through co-management of the Bon Secours Liver Transplant Institute.

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 and Amherst, Farmville, Page, Staunton, Augusta, Orange and Zion Crossroads to enable patients in those areas to receive outpatient dialysis without traveling to Charlottesville. In FY 2019 the Medical Center cared for 900 patients, either at these centers or at home.

Through the Community Health UVA Partnership, UVA Health team members who are local community service leaders work to build networks to improve the health of our patients, and to provide help beyond the clinical setting in areas such as housing, mental health, food security and other social issues impacting health. The Community Health UVA Partnership partners with the Charlottesville Area Community Foundation to administer the Community Health Grant Program which aims to improve local community health by investing in and partnering with community health organizations. In fiscal year 2019, the Partnership awarded grants to fifteen local organizations to address our community’s health priorities, including healthy eating and activity, mental health and substance use, improving health disparities, and fostering healthy and connected communities.
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 2967 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.

UVA PHYSICIANS GROUP (UPG)

UPG is the faculty practice plan which supports UVA Health physicians and providers at UVA hospital and clinics. UPG also manages the community practices at Clinical Practice Group locations throughout Charlottesville and the state. It is an independent 501(c)(3) University Associated Organization, 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. UPG also employs nearly 200 advanced practice providers and other clinicians with UVA clinical departments, and approximately 150 physicians, advanced practice providers & clinicians in practices locally and regionally. 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.

UVA HEALTH’S COVID-19 RESPONSE

In fulfillment of its role as an academic health system and safety net hospital, UVA Health rose to the occasion of responding to the COVID-19 pandemic in early 2020. For example, UVA Health:

- Was the leader in developing in-house COVID testing within Virginia, thanks to university-wide support in providing testing supplies. We offered newly-developed COVID-19 testing to hospitals in Virginia, DC, and North Carolina and greatly reduced the turnaround time for test results.

- Developed the first COVID-19 clinic in Virginia providing access for testing symptomatic patients in our community. Subsequent expansion included a total of three sites in Charlottesville and one in neighboring Culpeper.

- Accelerated construction and modified the design of a dedicated new 84 bed tower for the safe treatment of COVID-19 patients in our community and used this opportunity to cohort care with the remaining 612 beds dedicated to patients with critical non-COVID diseases.

- Joined a national clinical trial to test Remdesivir, a potential treatment for COVID-19. Researchers also began testing the use of plasma from patients who have recovered from COVID-19.
Telehealth

Through April 2020, the Center for Telehealth and UVA Health clinicians have provided more than 147,000 telemedicine supported services enabling patients to receive care without having to travel to Charlottesville. The Center has reduced the burden of travel for healthcare for Virginians by more than 21,000,000 miles. The COVID-19 public health emergency has led to continued expansions in all telehealth services, particularly to the home.

**TELEHEALTH METRICS** JUNE 1995–APRIL 2020

<table>
<thead>
<tr>
<th>Telemedicine Services</th>
<th>FY95-20YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Based Patient Encounter (Video)</td>
<td>63,712</td>
</tr>
<tr>
<td>Home Based Patient Encounter (Phone &amp; Video)</td>
<td>27,955</td>
</tr>
<tr>
<td>Store and Forward</td>
<td>18,045</td>
</tr>
<tr>
<td>Remote Patient Monitoring</td>
<td>11,963</td>
</tr>
<tr>
<td>Patient Education</td>
<td>4,383</td>
</tr>
<tr>
<td>eConsults (Primary &amp; Specialty Care)</td>
<td>12,794</td>
</tr>
<tr>
<td>Patient Support</td>
<td>6,988</td>
</tr>
<tr>
<td>Clinical Education</td>
<td>863</td>
</tr>
<tr>
<td>Clinician-to-Clinician Consultation</td>
<td>315</td>
</tr>
<tr>
<td>School-Based Telehealth</td>
<td>217</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>147,235</strong></td>
</tr>
<tr>
<td><strong>Total VA Travel Saved for Facility Based Encounters</strong></td>
<td><strong>21.2 M miles</strong></td>
</tr>
</tbody>
</table>
OTHER TELEHEALTH ACTIVITIES

InnoVAté is a 5 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 InnoVAté, 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, 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 8 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-19.

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.

TELEHEALTH RESPONSE TO COVID-19

Our telehealth response to the COVID-19 pandemic has been a multipronged effort to include:

The configuring of more than 100 isolation rooms in the Medical Center (including the Emergency Department) with our iSOCOMS video-teleconferencing tools that reduce provider exposure, conserve PPE, and improve communications between our COVID-19 patients, patients under investigation, our clinicians and patient families;

The establishment of processes that enabled our providers to convert more than 45,000 in-clinic appointments to virtual visits from the beginning of the public health emergency through early June, 2020;

The launch of an innovative approach to the management of at-risk patients in ten congregate care settings (skilled nursing and long-term care facilities), enabling rapid diagnosis, virtual rounding, escalation of care if needed, and post-acute management after hospitalization;

The establishment of a new virtual Urgent Care service in the Emergency Department;

The expansion of eConsults to outpatient and inpatient settings;

The expansion of our remote monitoring program to vulnerable patients and patients with COVID-19, by monitoring at home, including with virtual rounds by UVA Health advanced practice nurses; and

The establishment of a COVID-19 Project ECHO training program for practitioners.
The following maps represent the expansion of UVA telehealth services by patient zip code beginning in February 2020 following the President’s declaration of a COVID-19 public health emergency, through May 2020.

**February 2020 telehealth services**

**May 2020 telehealth services**

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**KEY: TELEHEALTH PATIENT VISITS BY ZIP CODE**
- Heat maps color coded as percentage of total visits
- Darker colors represent higher volume of encounters
Health System Research

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 efforts to expand its research efforts through strategic hires and research partnerships.
NATIONAL RECOGNITION

U.S. News & World Report Ranking
The School of Medicine is tied for 29 in research according to the 2021 U.S. News & World Report Best Grad Schools guide. The School was ranked 27 in the 2020 guide.

NIH Ranking
The School of Medicine was ranked 40 for NIH funding in FY19. In FY18, it was ranked 42.

Growth
For fiscal year 2015 through fiscal year 2019, the School of Medicine’s extramural funding portfolio grew by $48M.

<table>
<thead>
<tr>
<th>Years</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Funding</td>
<td>$178 million*</td>
<td>$195 million</td>
<td>$202 million</td>
<td>$223 million</td>
<td>$226 million</td>
</tr>
<tr>
<td>NIH Awards</td>
<td>430</td>
<td>448</td>
<td>446</td>
<td>469</td>
<td>522</td>
</tr>
<tr>
<td>Non-NIH Awards</td>
<td>624</td>
<td>678</td>
<td>716</td>
<td>731</td>
<td>758</td>
</tr>
<tr>
<td>Total Awards</td>
<td>1054</td>
<td>1126</td>
<td>1162</td>
<td>1200</td>
<td>1280</td>
</tr>
</tbody>
</table>

*Numbers include Hemophilia Project

STRATEGIC HIRING INITIATIVE

The School of Medicine’s Strategic Hiring Initiative (SHI) recruits established investigators, primarily physician-scientists, working in cross-disciplinary areas that link to existing UVA scientists and who would substantially increase external research funding and enhance the School of Medicine’s national prominence.

Faculty were recruited through the SHI process and through other targeted searches to support strategic priorities, including establishing a robust organ transplant program, helping the Cancer Center develop a cancer prevention and control group for comprehensive center status, and establishing a cell-based immunotherapy and current Good Manufacturing Practice facility. These recruits have come from institutions such as Yale, Weill Cornell, the Mayo Clinic, Harvard affiliates, Washington University in St. Louis, and the National Institutes of Health. They recognized UVA as a place of excellence and potential, in large part because of the faculty who were here and were potential collaborators.

The impact of all of these investments in faculty has been substantial, and they have played a major role in helping the School of Medicine increase its funding profile every year, from $178 million in FY15 ($110 million in NIH funding) to $226 million in FY19 ($140 million in NIH funding). Further, they have made significant contributions to the Medical Center in clinical programs and have developed fruitful collaborations with faculty across the School of Medicine and the University. Some research highlights include the first focused ultrasound clinical trials showing benefit for essential tremor and Parkinson’s disease and leading to FDA approval for these treatments; the development of algorithms for the “artificial pancreas” and the pivot trials performed for FDA approval of this technology to treat Type-I diabetes; and an autism center of excellence.
RESEARCH HIGHLIGHTS

In October, NPR picked up a story on Dr. Stephen Rich’s work on an experimental genetic early warning test to help identify children at risk of Type 1 diabetes. Many stations throughout the nation featured the story. The next day, The New England Journal of Medicine published “Six-Month Randomized, Multicenter Trial of Closed-Loop Control in Type 1 Diabetes,” by the Center for Diabetes Technology’s Sue A. Brown, MD (first author), Boris Kovatchev, PhD (second author), et al. The article describes how the closed-loop “artificial pancreas” system is more effective at controlling blood glucose levels than other existing treatments. In December 2019, the Food and Drug Administration approve the new artificial pancreas system for clinical use.

Health System Education

UVA Health plays a significant role in educating the next generation of healthcare professionals. For the 2019-20 academic year, this included 399 undergraduate and 410 graduate students at the UVA School of Nursing, with more than 3% from underrepresented minority backgrounds, and 11% male. UVA School of Medicine had 615 medical students, 265 Biomedical Sciences Graduate Program students, 61 Masters of Public Health Sciences students, and 12 Masters of Clinical Research students.

In May 2020, the School of Medicine graduated 153 medical students, 36 PhD students, 8 MS-Clinical Research students and 39 MPH students. In 2019, 156 medical students were admitted to the class of 2023. Forty-four percent are Virginians, 52 percent are women and 24 percent are students from historically underrepresented groups. In May 2020, the School of Nursing graduated 108 BSN/RN-BSN students, 140 MSN/CNL students, 17 DNP students, and 3 PhD students. Of the Nursing School graduates, 75% are Virginians, 36% are underrepresented minorities, and 2% are first generation.

The Medical Center, in conjunction with the School of Medicine faculty, has a robust Graduate Medical Education program. In FY 2019, 781 medical residents and fellows received training at the UVA Medical Center in 132 Graduate Medical Education programs. Of those residents and fellows, 608 (78 percent) came to UVA from another state following medical school. Thus, we are 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, rotations at other hospitals and health systems in the Commonwealth, and UVA’s Center for Telehealth. The Center for Telehealth has also launched TelehealthVillage, an on-line accredited learning platform providing the Foundations of Telehealth for a global audience.
Training

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

The McIntire School of Commerce is collaborating with the School of Medicine on a leadership track in the medical school curriculum and to develop a leadership program for graduate students and faculty. These programs will differentiate the School of Medicine from other medical schools while helping its students and faculty learn the skills and qualities needed to flourish as leaders in the field of healthcare. School of Medicine, in collaboration with McIntire and School of Nursing, have developed the PhD/MS-Commerce and the MS-Interprofessional healthcare leadership for graduate students and clinician faculty, respectively.

The School of Medicine is no. 6 for primary care, according to the 2021 U.S. News & World Report Best Grad Schools guide. It was tied for 26 in the 2020 guide.

The School of Nursing remains Virginia’s top-ranked nursing program, according to the 2021 US News and World Report rankings, is solidly in the nation’s top 3 percent of nursing programs, and is the nation’s #8 public nursing school. The School of Nursing is also home to the following ranked programs:

- #1 in the nation Clinical Nurse Leader master’s program
- #10 Doctor of Nursing Practice-FNP program
- #15 MSN programs, overall
- #17 Doctor of Nursing Practice program

Nearly half of faculty are Fellows of the American Academy of Nursing, 27 lead external organizations, and 25 hold national and regional positions in healthcare organizations. Ten current or immediate past presidents serve on faculty at UVA School of Nursing.
The Division of Student Affairs exists to serve the academic enterprise of the University of Virginia. While much of our work is focused on activities outside the classroom, everything we do is in support of the academic mission. The University’s public mission to develop engaged citizen-leaders is the foundation of our work.

Who we are

The Division of Student Affairs consists of approximately 260 employees within five units: the Office of the Vice President and Chief Student Affairs Officer, the Office of the University Dean of Students, Student Health and Wellness, the University Career Center, and the Office of African American Affairs.

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

Patricia M. Lampkin
Vice President and Chief Student Affairs Officer

Patricia M. Lampkin was named Vice President and Chief Student Affairs Officer in 2002. She oversees the following areas that provide support and services to all students: Office of African American Affairs; Office of the Dean of Students; Student Health and Wellness; the University Career Center; and administration of the Rotunda.

Ms. Lampkin began her career with the University in Housing & Residence Life, subsequently being promoted to Associate Dean of Students responsible for residence life. Prior to becoming Vice President, she served as Interim Vice President for Student Affairs, and before that as Associate Vice President. She also served as the University’s compliance officer for the Americans with Disabilities Act from 1991 to 2000. In 2012, she was recognized with the Thomas Jefferson Award for excellence in service, the highest honor the University community bestows upon its faculty. In addition to providing direction for the division and remaining in close communication with University leaders, the Office of the Vice President fosters innovative programs and initiatives. One notable example is the Meriwether Lewis Institute for Citizen Leadership. Launched in 2015 as part of the University’s Cornerstone Plan, the institute provides academic, experiential, and applied learning opportunities for student-fellows beginning in their second year and continuing through their fourth year.

ORGANIZATION

University Dean of Students

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

All the above units directly serve students, with the Office of the University Dean of Students, staffed by some-80 professionals, delivering 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, though staff and services are available in many different locations around the Grounds.

Unlike at other institutions, our deans and staff do not serve in conduct or enforcement roles at the University. Aligning with 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.
DEAN’S OFFICE SUBUNITS

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

Student Health & Wellness

The largest unit in the Division of Student Affairs is Student Health, with a staff of approximately 135, who work to maintain the health and wellness of our students.

Counseling and Psychological Services

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

Other subunits within Student Health & Wellness include Medical Services, which includes General Medicine, Reproductive and Gender-Related Health, Allergy Clinic, Immunization Clinic and TB Testing, the International Travel Clinic; the Student Disability Access Center; and the Office of Health Promotion, which provides evidence-based programming and services aimed at preventing negative behaviors and promoting wellness.

The growth of Student Health & Wellness, along with national movements in the delivery of health care and an increased emphasis on wellness and preventative services, has had a major impact on the department’s ability to operate within its current physical structure, which is located at the corner of Brandon and Jefferson Park avenues. Construction of a new student health and wellness center is under way as part of the University’s upcoming capital campaign. The new center, which is due to open in 2021, will be central to the student experience, providing students with world-class health services and preventative care as part of an overall commitment to safety and wellness.

Housing and Residential Life

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

HRL currently has a dual reporting relationship. The Executive Director reports both to the University Dean of Students with regard to staffing and programming, and to the Associate Vice President for Business Operations with regard to financial matters.

Student Engagement

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

Further information about the relationship between student organizations and the University, defined by four classifications delineating the organizations’ degree of responsibility or independence, is included later in this section.

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

Fraternity and Sorority Life

Fraternity and Sorority Life provides services and guidance for the University’s four Greek councils: the Inter-Fraternity Council (32 members), the Inter-Sorority Council (15 members), the Multicultural Greek Council (7 members) and the National Pan-Hellenic Council (7 active members). All four councils are governed by the Fraternal Organization Agreement, as described later. About 30 percent of the undergraduate student body belong to a fraternity or sorority.
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. As an overall function, career counseling and programming remain decentralized within the University, a factor that creates challenges for funding and fostering coordinated, centralized services. Strong partnerships and collaboration certainly exist among the center and school-based career offices, but resources remain limited to support the career and professional development of liberal arts students, largely those enrolled in the College and Graduate School of Arts & Sciences.

Office of African American Affairs

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

Dr. Maurice Apprey, a professor of psychiatric medicine and the School of Medicine’s former Associate Dean for Diversity, was appointed Dean of African American Affairs in 2007 after serving for a year as Interim Dean. Dr. Apprey, who joined the University in 1980, has been involved in the successful recruitment and retention of minority students in the School of Medicine. He has taught both undergraduate and medical students, residents in psychiatry and psychology, and hospital chaplains, among others. He also has published extensively in three interrelated areas: conflict resolution and social change management; modern French and German philosophy; and child, adolescent, and adult psychoanalysis.
Students come to UVA from all backgrounds and geographic locations. As already described, we serve all students – just over 25,000 undergraduate, graduate, and professional students. While the bulk of our resources are concentrated on undergraduates, we look for opportunities to support graduate students, especially those in the College and Graduate School of Arts & Sciences. Each of the professional schools has hired Student Affairs professionals to join their staffs, and we coordinate and collaborate with them in a number of ways.

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

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

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

Data collection and analysis have become increasingly important in understanding students and their needs so we can appropriately tailor services and programming. The infographic that follows on page 81 offers a prime example of gaining data-informed insight into how our students’ viewpoints and behavior compare with national norms. A long-term initiative of the Higher Education Research Institute at the University of California-Los Angeles, these data come from the annual Cooperative Institutional Research Program (CIRP), which includes administration of a questionnaire to college freshmen across the country at the beginning of each fall semester. The UVA numbers reflected on the infographic are hardly surprising. Clearly, our students surpass many national norms in areas such as critical thinking and the desire to engage in research and science. As previously mentioned, however, from the first year onward they bring mental health concerns with them to the Grounds. Their levels of anxiety, depression, and feelings of being overwhelmed closely match national statistics. As for the likelihood of seeking personal counseling, UVA students indicate a much higher likelihood than their peers throughout the nation – a positive metric, likely indicating reduced stigma on their part for getting help.

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

% University of Virginia poll results are UVA blue | % Nationwide poll results are in gray

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

- 87% | 80% Think global climate change should be a federal priority
- 90% | 87% Agree that sexual activity without explicit, affirmative consent is considered sexual assault
- 80% | 68% Believe the federal government should have stricter gun control laws

...And are taking action to promote change.

- 27% | 22% Demonstrated for a cause
- 56% | 51% Spoke up publicly about a cause
- 63% | 55% Helped raise money for a cause or campaign

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

- 45% | 36% Feel it’s important to participate in a community action program
- 53% | 43% Feel it’s important to become a community leader
- 53% | 49% Feel it’s important to influence social values

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

- 71% | 53% Are confident in their ability to understand scientific concepts
- 64% | 50% Derive satisfaction from working on a team that is doing important research
- 54% | 47% Feel it’s important to promote racial understanding
- 53% | 49% Feel it’s important to influence social values
- 53% | 49% Feel it’s important to participate in a community action program

...And are applying complex thinking strategies.

- 80% | 63% Frequently supported their opinion with a logical argument
- 67% | 49% Frequently evaluated the quality or reliability of information
- 63% | 46% Frequently analyzed information from multiple sources before drawing a conclusion

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

- 85% | 84% Felt anxious
- 50% | 51% Felt depressed
- 41% | 41% Were frequently overwhelmed by all they had to do
- 55% | 47% Anticipate seeking personal counseling

Source: UVA Office of Institutional Assessment and Studies, based on data from 2016 CIRP
Core Values and Philosophy

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

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

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

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

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

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

Health and Wellness Promoting students’ physical, mental, and emotional well-being, and laying the foundation for a lifetime of healthy habits.

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

Student Self-Governance

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

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

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

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

Student self-governance often creates tension and discomfort. No set formula can guide every interaction with students. The tension of allowing a student to attempt and err, of deciding when to step in and when to step back, of giving a platform to dissenting and discordant student voices – all are normal push-and-pull responses to embracing student self-governance as an organic process, rather than a prescribed one.
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 2019, more than 600 student organizations were registered with the Student Activities office. All these groups are defined by their relationship to the University, falling along a spectrum that ranges from “legally part of the University” to “legally independent from the University.” 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 residence halls, and the 1:5 Peer Advisor-to-new African American student ratio.

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

Challenges

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

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

Student self-governance also requires adaptable and creative professionals who can shift their approach as the nature or profile of students changes. In recent years, for example, our professionals have recognized that the current generation of students is less comfortable with risk and
Our approach within Student Affairs has been characterized as creating “structured spontaneity,” a concept of intensive interaction that welcomes students into the University community and helps them become active members. In an environment characterized by structured spontaneity, students experience an abundance of interactive opportunities, such as student workshops, academic programs, research opportunities, organizational activities, and group membership, which lead to related discussion and deliberation around the University’s core values. These interactions are purposeful, though often informal and unpredictable.

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

Carla Williams, director of athletics since October, 2017

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

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

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

FINANCIAL PROJECTIONS

Projected Revenue FY2020

- ACC Distribution 24%
- GIA Revenue 18%
- Ticket Sales 14%
- Student Fees 14%
- Corp Sponsors & Concessions 10%
- Other Revenue 7%
- Endowment Revenue 4%
- Gifts from VAF 4%
- Smith Center Suites 3%
- JPJ Arena Revenue 2%

Projected expenses FY2020

- Salaries & Benefits 41%
- GIA Expenses 18%
- Team Expenses (Includes Guarantees) 9%
- Administrative & Support Expenses 9%
- Debt Service & Other Expenses 6%
- Facilities Expenses 6%
- Transfer to Renewal & Replacement 4%
- Additional Transfers 4%
- G & A Charges 3%
2019-20 Highlights

Virginia’s intercollegiate athletics teams won 66.3 percent of their contests in 2019-20. UVA’s teams compiled an overall record of 218-110-4.

VIRGINIA ATHLETICS

Men’s soccer finished as the NCAA runner-up in its 13th NCAA College Cup appearance.

UVA captured two Atlantic Coast Conference championships and its 83 conference titles since the spring of 2002 are the most of any ACC school during that time.

In 2019-20, UVA won ACC championships in men’s soccer (16th overall) and women’s swimming (16th championship in program history and 11th title since 2008).

Football claimed its first ACC Coastal Division title, participated in its first New Year’s Six bowl game (Orange Bowl) and won nine or more games for the eighth time in school history.

The UVA football team won the Commonwealth Cup by defeating Virginia Tech.

Bryce Perkins repeated as the winner of the Dudley Award presented to the state’s top FBS player.

Men’s basketball won 23 or more games for the eighth consecutive season and finished the season on an eight-game winning streak.

Men’s soccer extended the nation’s longest active NCAA Tournament streak to 39 consecutive years and made its 41st overall appearance (fourth most in college soccer).

Field hockey advanced to the NCAA Semifinals for the first time since 2010 (fifth overall).

Men’s cross country won the NCAA Southeast Regional title and advanced to the NCAA Championships for the seventh time in eight years.

Men’s squash won the Mid-Atlantic Squash Conference Championship.

Women’s soccer advanced to 26th consecutive NCAA Tournament and 32nd overall (2nd longest in the nation in both categories).

Jocelyn Willoughby was a first round draft pick in the 2020 WNBA Draft.

Palette Madden was named ACC Swimmer of the Year.

Women’s tennis player Natasha Subhash was named ITA National Rookie of the Year.

Chris Newell was named the Collegiate Baseball Newspaper National co-Freshman of the Year.

Wrestler Jay Aiello claimed the ACC title at 197 pounds and six wrestlers were selected to the NCAA Championships.

Men’s squash (No. 5) and women’s squash (No. 9) recorded its highest postseason finishes.

Softball celebrated the opening of Palmer Park, the state-of-the-art facility is the first UVA athletics competition site named for a former female student-athlete.

Tony Bennett was named USBWA District 3 Coach of the Year.

Todd DeSorbo (women’s swimming) earned ACC Coach of the Year honors.

Vin Lananna was named the USTFCCA Southeast Region Men’s Coach of the Year.

Bronco Mendenhall was named Bobby Ross Coach of the Year by the Touchdown Club of Richmond.

Carla Williams was named Women Leaders in College Sports 2019 Administrator of the Year for all NCAA Division I FBS athletics programs.

Baseball, softball, men’s and women’s lacrosse, men’s and women’s golf, men’s and women’s tennis, outdoor men’s and women’s track and field and rowing seasons and/or postseasons were canceled due to the coronavirus.
Four UVA sports programs (men’s golf, women’s golf, women’s lacrosse, women’s swimming & diving) were recognized by the NCAA with Public Recognition for academic excellence after scoring in the top 10 percent of their sport’s Academic Progress Rates.

Joe Bell (men’s soccer), Jordan Mack (football), Paige Madden (women’s swimming & diving), Rachel Robinson (field hockey) and Jocelyn Willoughby (women’s basketball) earned ACC Scholar-Athlete of the Year honors.

Bell was named the United Soccer Coaches Scholar Player of the Year.

Meghan McCool (second team) and Jocelyn Willoughby (third team) were named CoSIDA Academic All-Americans, while 11 other Cavaliers earned CoSIDA Academic All-District 3 honors.

Jordan Mack (football), Zoe Morse (women’s soccer) and Carl Söderlund (men’s tennis) received Weaver-James-Corrigan postgraduate scholarships from the ACC.

Jocelyn Willoughby (women’s basketball) and Ted Schubert (men’s swimming) received postgraduate scholarships from the NCAA.

The athletics department achieved its highest Graduation Success Rate (94 percent).

UVA had 76 student-athletes named to ACC All-Academic teams.

A record total of 496 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.
Students, faculty, staff, patients and visitors to our Grounds require safe and secure surroundings to teach, work, provide patient care and conduct business. UVA has made significant investments in safety – expanding personnel, hardening physical and cyber infrastructure, and strengthening University policies and procedures.

In 2018, the University brought together several safety-related functions into a single portfolio under the Department of Safety and Security (DSS). The DSS vision is to create a caring community where everyone is safe, engaged, and prepared.
LEADERSHIP

Timothy J. Longo, Sr., 
Associate Vice President for Safety and Security

Timothy J. Longo, Sr., was named Associate Vice President for Safety and Security in 2019. Longo has operational oversight of the Department of Safety and Security which comprises five units: Clery Act Compliance and Youth Protection, Emergency Management, University Police, the Office of Threat Assessment, and Safety and Security Technology. The mission of the Department is to be a partner dedicated to making the community safe for everyone. Staff in the Department of Safety and Security 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.

ORGANIZATION

Clery Act Compliance and Youth Protection

This office oversees compliance with both the federal Clery Act and UVA’s policy (HRM-050) designed to safeguard minors in UVA programs or in activities under the authority of the University on Grounds or at other locations.

The Clery Act is a federal law designed to help create safer campuses by mandating transparency around campus crime policy and statistics. The Clery Act requires institutions to publish and distribute an Annual Fire Safety and Security Report each fall. (UVA’s Annual Fire and Security Report is available online at cleryact.virginia.edu.) The Act also requires the University to issue timely warning notifications about certain crimes that may pose a serious or ongoing threat to students and employees. These notifications are issued to current students and employees via email.

To provide a safe and secure environment for minors participating in University activities and programs, UVA in 2019 instituted the Protection of Minors and Reporting Abuse policy. This policy requires training of staff to recognize and report signs of suspected child abuse and neglect and provides additional safeguards for minors who attend certain programmatic events on our Grounds.
Emergency Management

UVA Emergency Management (UVAEM) leads the University’s planning, mitigation, preparedness, response, and recovery efforts in collaboration with our partners across Grounds, and with the community at-large, in an effort to 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 to respond to and manage an emergency or large-scale event as necessary.

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. This office also oversees the Emergency Phone Program across Grounds and the Public Access Automated External Defibrillator Program for the academic division.

Serves almost 50,000 people daily

77 sworn police officers

66 security officers

Responded to more than 9,000 calls for service in 2019

Conducted more than 200 community policing events engaging more than 12,000 community members in 2019

439 public emergency phones across Grounds

250 Automated External Defibrillators in academic division

123 UVA athletic events staffed in 2019
Safety | SERVICES, TEAMS

Safety and Security Technology

Safety and Security Technology Systems are cost-effective and efficient when stand-alone systems are eliminated in favor of integrated and multifunctional security technology systems. Strategic management and oversight of safety and technology creates a university-wide security technology plan aligned with contemporary standards and best practices for CCTV, access control, alarm systems, mass notification tools, and supporting public safety technology. The implementation of such systems starts in the capital project planning phase and continues through the life cycle of the security technology systems installed.

The Director of Safety and Security Technology Systems also develops and maintains the necessary institutional policies and procedures related to the safety and security technology. This office helps coordinate price quotes from vendors and responds to staff and faculty on Grounds who request assistance with security technology systems to address security concerns. The Director works closely with other DSS departments to respond to and deliver holistic safety and security plans that include emergency response, threat assessment and crime prevention along with security technology plans for facilities and outdoor spaces across Grounds.

Office of Threat Assessment

In compliance with Virginia Code §23.1-805, the Office of Threat Assessment leads the multidisciplinary Threat Assessment Team (TAT) that assesses, manages, intervenes, and mitigates acts or threats of violence by or against faculty, staff, student, patients, visitors, and others not affiliated with UVA. The TAT also facilitates, promotes, and endorses University violence prevention efforts and training through its multidisciplinary partnership. The TAT includes representatives from Student Affairs, Human Resources, University Counsel's Office, Police, Equal Opportunity and Civil Rights, Counseling and Psychological Services, Faculty and Employee Assistance Program, Patient Safety & Risk Management, and others.

University Police Department

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is the gold standard in Public Safety.

Since 2011, the University of Virginia Police Department (UPD) has met or exceeded the over 450 Standards required to achieve and maintain CALEA Accreditation. Such an achievement is the result of an ongoing commitment to excellence in policing and a demonstrated passion towards public service.

UPD provides a host of unique services for the University community. From the services provided by our Health System and Grounds Security Staff, to the day-to-day relational policing services of our sworn Police Officers, the Department strives to ensure the safety and well-being of those who work, study, or visit the Grounds of our historic University.

Our community-focused police services extend beyond the immediate geography of Grounds, enhanced through established Mutual Aid and Cooperative Patrol Agreements. The 77 sworn police officers and 66 certified security officers are supported by a private security and event management service provider. Together this team works to advance relational (community) policing not only as a philosophy that serves as the underpinning of our organizational mission, but also as the source of key operational strategies.

Recently, all members of UPD publicly recommitted to their Oath of Office as an affirmation to their commitment to stand with the community for justice and peace. This important rededication to the values and overarching principles of professional law enforcement served as a demonstration of the Department’s dedication to a style of policing that is fair, equitable, and transparent.

In 2019, the UVA Community hosted more than 200 relational policing events that impacted more than 12,000 constituents. The Department also provided services to some 9,000 persons who requested assistance, while also staffing more than 120 UVA Athletic Events.

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, and members of the Department of Safety and Security serve on the ECC Management Board. This relationship provides the community with a coordinated response to their emergency calls.
OPERATING BUDGET APPROVED FOR 2020-21*

$3.8 billion

Academic Division, $1,943.9 million
Medical Center, $1,851 million
UVA-Wise, $50.3 million

INCREASES FROM THE 2019-20 FORECAST
Increase of 1.8 percent for Academic Division, 5.2 percent for Medical Center, and increase of 1.4 percent for UVA-Wise.

UVA’S NET POSITION AND TOTAL ASSETS
As of March 31, 2020 (unaudited), the University’s net position was $8.3 billion and total assets were $12.6 billion.

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 2020. 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.

*Budget approved June 2020, to be revisited Fall 2020
GRAPHIC SNAPSHOTS

Operating sources
Academic Division budget 2020-21

- Tuition & Fees (32.8%) $641.6 million
- State Appropriations (8.5%) $165.7 million
- Sponsored Programs (22%) $431.0 million
- Endowment Distribution (12.5%) $244.5 million
- Expendable Gifts (8.6%) $168.0 million
- Operating Cash Balances (2.9%) $55.9 million
- Sales & Services and Other (12.8%) $249.9 million

Operating uses
Academic Division budget 2020-21

- Instruction (23.5%) $457.6 million
- Research & Public Service (27.6%) $537.1 million
- Academic Support (14.5%) $282.8 million
- Student Services (2.8%) $55.4 million
- General Administration (3.4%) $65.5 million
- O&M of Physical Plant (6.8%) $132.0 million
- Financial Aid (9.7%) $188.6 million
- Auxiliaries (11.4%) $221.9 million
- Internal Debt Service (2.9%) $55.7 million
- Transfers (-2.7%) -$52.6 million
20-year Comparison | Academic Budget Sources

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 20 percent of Academic Division operating budget in FY2000-2001 to less than 9 percent in FY2020-21. During the same period, tuition & fees increased from 22 percent to 33 percent and private support (expendable gifts & endowment distribution) has remained consistent at approximately 21 percent of the operating budget, demonstrating the University’s ability to generate sustained and significant resources in light of declining support from the Commonwealth.

20-year Comparison | Academic Budget Uses

Over the past 20 years, the Academic Division has consistently allocated more than half (51 percent) 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 $9.3 billion as of April 30, 2020.

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 $1.4 billion (as of 6/30/19) 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.

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.
PERFORMANCE

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

<table>
<thead>
<tr>
<th>As of April 30, 2020</th>
<th>Market Value</th>
<th>Time-Weighted Returns (Annualized)</th>
<th>Apr-20 FYTD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Millions</td>
<td>% LTP</td>
<td>1 YR</td>
</tr>
<tr>
<td><strong>Long Term Pool</strong></td>
<td>9,263</td>
<td>100.0</td>
<td>0.2</td>
</tr>
<tr>
<td><strong>Policy Benchmark</strong></td>
<td>100.0</td>
<td></td>
<td>(0.8)</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Public</td>
<td>2,840</td>
<td>30.7</td>
<td>(4.9)</td>
</tr>
<tr>
<td>Long / Short</td>
<td>1,828</td>
<td>19.7</td>
<td>2.5</td>
</tr>
<tr>
<td>Private</td>
<td>1,715</td>
<td>18.5</td>
<td>14.3</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>6,383</td>
<td>68.9</td>
<td>2.2</td>
</tr>
<tr>
<td>MSCI All Country World Equity</td>
<td>65.0</td>
<td></td>
<td>(4.4)</td>
</tr>
<tr>
<td><strong>Real Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>477</td>
<td>5.1</td>
<td>3.7</td>
</tr>
<tr>
<td>Resources</td>
<td>465</td>
<td>5.0</td>
<td>(26.2)</td>
</tr>
<tr>
<td><strong>Total Real Assets</strong></td>
<td>941</td>
<td>10.2</td>
<td>(13.1)</td>
</tr>
<tr>
<td>MSCI Real Estate</td>
<td>100</td>
<td></td>
<td>(7.1)</td>
</tr>
<tr>
<td><strong>Fixed Income, Cash &amp; MAC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable Alternatives</td>
<td>669</td>
<td>7.2</td>
<td>(3.2)</td>
</tr>
<tr>
<td>Credit</td>
<td>555</td>
<td>6.0</td>
<td>(12.1)</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>433</td>
<td>4.7</td>
<td>17.0</td>
</tr>
<tr>
<td>Cash</td>
<td>373</td>
<td>4.0</td>
<td>1.7</td>
</tr>
<tr>
<td><strong>Total Fixed Income, Cash &amp; MAC</strong></td>
<td>2,030</td>
<td>21.9</td>
<td>1.3</td>
</tr>
<tr>
<td>Bloomberg Barclays Aggregate Bond</td>
<td>25.0</td>
<td></td>
<td>9.5</td>
</tr>
<tr>
<td><strong>Portfolio Management and Overlays</strong></td>
<td>(92)</td>
<td>(1.0)</td>
<td>(0.2)</td>
</tr>
</tbody>
</table>
Led by Senior Vice President John Jeffries and Vice President Mark Luellen, University Advancement has 270 employees and a $43.6 million operating budget, which includes $7.1 million allocated to Health System Development and up to a $16.1 million incremental increase for campaign-related investments. This additional campaign funding will be allocated annually through 2026 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 $5 billion 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 county during the winter of 2020. As of June 30, 2020, $3.1 billion has been committed, which is more than the University received in its last campaign that ended in 2013.
LEADERSHIP

John C. Jeffries Jr., senior vice president since 2018

Senior Vice President for Advancement John Jeffries is a member of the faculty and former dean of the School of Law. His primary research and teaching interests are civil rights, federal courts, criminal law and constitutional law. Jeffries served as academic associate dean of the School of Law from 1994 to 1999. He was named acting dean in fall 1999, and served as dean from fall 2001 until June 2008. During law school, he was editor-in-chief of the Virginia Law Review and received the Z Award for the highest academic average and the Woods Prize for the outstanding graduate.

Mark 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, $5 billion campaign, Honor the Future. He serves as the President’s representative on a number of University-associated 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 600 staff University-wide. Advancement programs for the Batten School of Leadership & Public Policy, Center for Politics, Contemplative Sciences Center, Curry School of Education, Miller Center, Weldon Cooper Center, Global Affairs, School of Architecture, School of Engineering and Applied Sciences, 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 include:

- Alumni Association
- Batten School Foundation
- College Foundation
- Curry School of Education Foundation
- Darden School Foundation
- Engineering Foundation
- Jefferson Scholars Foundation
- Law School Foundation
- McIntire School of Commerce Foundation
- Medical School Foundation
- Miller Center Foundation
- Foundation of the State Arboretum
- School of Architecture Foundation
- UVA Health Foundation
- UVA-Wise Foundation
- Virginia Athletics Foundation

University of Virginia | Board of Visitors Office 101
UNIVERSITY-ASSOCIATED ORGANIZATIONS (UAOS)

Formerly known as University-Related Foundations

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 University’s 1992 Policy on University-Related Foundations was recently refreshed and on March 1, 2019, the BOV passed a new version of the policy: Relationship with University-Associated Organizations (BOV-008). The new policy gives guidance to University-UAO relationships with the Board of Visitors having ultimate authority to confer or withdraw recognition of a UAO.

The policy also gives the President 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 will initiate an annual compliance process and each UAO will submit a completed Certification Letter affirming current compliance with the UAO MOU.

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Board Representative</th>
<th>President's Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni Association of the University of Virginia</td>
<td>Whittington W. Clement</td>
<td>James E. Ryan</td>
</tr>
<tr>
<td>Alumni Board of Trustees of the University of Virginia</td>
<td>J. Davis Hamlin</td>
<td>James E. Ryan</td>
</tr>
<tr>
<td>Batten School Foundation</td>
<td>Mark T. Bowles</td>
<td>John C. Jeffries Jr.</td>
</tr>
<tr>
<td>Curry School of Education Foundation</td>
<td>Suhrid Gajendragadkar</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>Darden School Foundation</td>
<td>Jonathan Mariner</td>
<td>John C. Jeffries Jr.</td>
</tr>
<tr>
<td>Engineering Foundation</td>
<td>Adam Nelson Harrell Jr.</td>
<td>Melur K. Ramasubramanian</td>
</tr>
<tr>
<td>Foundation of the State Arboretum of Virginia</td>
<td>Susan G. Harris</td>
<td>Karen McGlathery</td>
</tr>
<tr>
<td>Jefferson Scholars Foundation</td>
<td>Allison Cryor DiNardo</td>
<td>James E. Ryan</td>
</tr>
<tr>
<td>Licensing &amp; Ventures Group</td>
<td>John G. Macfarlane III</td>
<td>Michael Lenox, Peter Barris</td>
</tr>
<tr>
<td>McIntire School of Commerce Foundation</td>
<td>Ken Johnson</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>Medical School Foundation</td>
<td>Dr. Janes H. Bowles Jr.</td>
<td>Megan J. Bray, M.D.</td>
</tr>
<tr>
<td>Miller Center Foundation</td>
<td>Barbara J. Fried</td>
<td>John C. Jeffries Jr.</td>
</tr>
<tr>
<td>Osher Lifelong Learning Institute</td>
<td>Laura Hawthorne</td>
<td>Gary Nimax</td>
</tr>
<tr>
<td>Rare Book School</td>
<td>Robert Bruner</td>
<td>Don Fry</td>
</tr>
<tr>
<td>School of Architecture Foundation</td>
<td>George K. Martin</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>University of Virginia Investment Management Company</td>
<td>John G. Macfarlane III</td>
<td>Jennifer J.J. Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Physicians Group</td>
<td>Dr. Babur B. Lateef</td>
<td>Jennifer J.J. Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Foundation</td>
<td>Kevin J. Fay</td>
<td>Jennifer J.J. Wagner Davis</td>
</tr>
<tr>
<td>UVA Health Foundation</td>
<td>L.D. Britt, MD, MPH</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>UVA-Wise Alumni Association</td>
<td>Marvin W. Gilliam Jr.</td>
<td>Donna Price Henry</td>
</tr>
<tr>
<td>UVA-Wise Foundation</td>
<td>Marvin W. Gilliam Jr.</td>
<td>David Martel</td>
</tr>
<tr>
<td>Virginia Athletics Foundation</td>
<td>W. Heywood Fralin</td>
<td>Mark Luellen</td>
</tr>
<tr>
<td>Virginia Tax Foundation</td>
<td>French Slaughter</td>
<td>Carolyn Devine Saint</td>
</tr>
</tbody>
</table>
The University’s annual capital planning process ensures that major capital projects – defined as new construction, renovation, or infrastructure projects with budgets of $5 million or more – align with institutional priorities and engages executive leadership and the Board of Visitors at various points throughout the process. The Buildings and Grounds Committee determines whether a project should be added to the 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.
2020 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 2020, the Board of Visitors approved the 2020 Major Capital Plan (http://svpo.virginia.edu/capplan) for the Academic Division, Health System, and UVA’s College at Wise. Active projects on the 2020 Capital Plan total $2.1 billion with $1.3 billion of that amount in construction and $824 million in planning/design; another $1 billion 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, 2011-2020

(Figures In Millions)

Since FY2011, capital construction expenditures – construction, renovation, infrastructure, maintenance reserve, and acquisitions – across all three divisions total $2.75 billion ($1.6 billion for the Academic Division, $1.1 billion for the Health System, and $80 million for the College at Wise), averaging nearly $275 million each year.
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.

560 buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of $5.27 billion. (Figures may change after July 1).

306: Buildings in the Academic Division (including the Medical School, Nursing School, and Health Sciences Center Library). Of those, 72% are more than 30 years old.

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

879,192 assignable square feet of research labs and research lab service.

324,941 assignable square feet of classroom space.

**UTILITIES**

6.27 miles of utility tunnels.

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

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

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

1.9 million pounds of surplus property from the landfill diverted during the second year of operation for the UVA ReUSE Store.

**IT**

55,512 active faculty, staff, and student accounts in 2019.

9,021 active sponsored accounts (foundation employees, contractors, volunteers, etc.) in 2019.

6,700 WiFi access points.

95,000 WiFi devices connecting daily.

27,322 phones/telephone lines serviced by ITS in 2019.

72,000,000 calls handled in 2019.

850,000,000 unique emails processed in 2019.
2,058,700 email messages received daily (2019 average).

1,317,500 incoming emails detected daily as spam (2019 average).

21,000,000 daily attacks blocked by our intrusion protection system/firewalls in 2019.

DINING SERVICES
8,700 students on meal plans.
24 dining locations on Grounds.
1.68 million residential meals served.
4,300 catered events, serving 300,000+ people.
620,000 people served through concessions program.
40,000 single-use cups diverted through the Fill it Forward program over two years, 2018 and 2019.
642,000 lbs. of food waste diverted from the landfill through compost collection in 2019.
1,400 lbs. of food donated to both the Student Food Pantry and the Blue Ridge Area Food Bank in 2019.

HOUSING
7,192 student beds, with undergraduate occupancy of 98% and graduate occupancy of 95%.
313-bed apartment-style upperclass residence hall, Bond House, opened in fall.
350-bed apartment-style upperclass residence hall on Brandon Avenue set for a 2022 opening. Under reevaluation.
79 faculty/staff beds; currently housing 20 faculty and 45 staff or visitors with 91% occupancy.
70,000 bed nights provided by Conference Services & Summer Session.

UVA BOOKSTORES & CAVALIER COMPUTERS
10,000+ different texts offered in hard copy and digital format (includes sales and rentals)
19,000 hard copy texts rented providing $460,000 in student savings
9,400 digital texts rented providing $480,000 in student savings
229 textbook scholarships
50 laptops donated to students
2,600+ computers and cell phones serviced
35,000 computers and computer-related products purchased on behalf of University departments
2,800+ computer-related items purchased by faculty and staff
$14 million 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.
850+ copier/printers throughout the academic, hospital, and research areas of the University, including off-Grounds locations.
48 public printers across Grounds in libraries, student lounges and labs.
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
5.5 million pieces of incoming and outgoing U.S. Mail and departmental messenger mail items for the Academic Division and Health System processes and delivered.
$200,000 cost savings generated annually.

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

CHILD CARE CENTERS
115 child capacity at the Copeley Center in FY 2019 with an average 12-month enrollment of 111.
64 child capacity at the Earhart St. Center in FY 2019 with an average 12-month enrollment of 61.

CEMETERY & COLUMBARIUM
1,388 in-ground plots and 11 columbarium walls containing 904 vaults.
205 in-grounds plots and 505 columbaria vaults remain available for sale as of June 2020.
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.

$5.9 billion
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.

In FY19, the UVA research enterprise generated $1.94 billion in research proposal activity with $412 million in sponsored research awards.

The UVA Licensing & Ventures Group (LVG) manages intellectual property and technology commercialization for UVA’s research portfolio. LVG solicited and/or received 238 invention disclosures from UVA faculty, staff, and students; executed 78 commercial transactions; issued 52 US patents; and launched nine new ventures. (FY19)

The $10 million UVA LVG Seed Fund supports new ventures emerging from the UVA portfolio. As of June 30, 2019, the UVA LVG Seed Fund has deployed $2.7 million across seven companies, with one exit.

The UVA Health System Venture Fund is a $15-$25 million 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 $6.175 million 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.

VentureLab is an incubator for early-stage companies founded by UVA students, faculty, staff, or recent alumni, including the College at Wise. Selected companies receive up to $7,500 in grant funding, and have access throughout the summer program to workshops, workspace, legal support, mentorship, and other resources. Venture Lab builds upon the work of the Batten Institute which, to date, has granted nearly $1.75 million to over 500 individual founders and 300 companies. These companies have raised over $150 million in subsequent funding.

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 $33 million through 2039 to support the expansion of degrees in computer science-related areas.

The Propell 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-19 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.

UVA is actively engaged in connecting urban and rural communities. As a partner of the Rural Virginia Initiative (RVI), the University is leading efforts focused on healthcare and community well-being. UVA is working with the Virginia Department of Health and others to create a Virginia Rural Health Plan.

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.
Sustainability at the University of Virginia calls for ingenuity to promote the well-being of the community, solve local and global challenges through scholarship and practice, educate ethical leaders, and steward this special place. UVA’s progress in sustainability continues to accelerate, building upon many years of the leadership of the Board of Visitors and the work of thousands of individuals. The University’s unique, interconnected approach to sustainability develops transformative and high-impact solutions across curriculum, research, operations, and community engagement.

Increasingly, students indicate that these issues are important to them and they are advocating for change and impact. In the most recent survey of students administered in 2019 by UVA Sustainability and UVA Institutional Research and Analytics, 95% of students who responded noted that it is somewhat to very important that UVA increase sustainability awareness and engagement on Grounds and beyond; 95% of respondents also indicated that it is somewhat to very important that UVA reduce its own environmental impact.
In December 2019, the Board of Visitors adopted a resolution approving the 2020-30 Sustainability Plan goals and set a strategic direction for the University for the next decade by calling for UVA to:

- be carbon neutral by 2030 and fossil fuel free by 2050;
- achieve ambitious goals for nitrogen, water, waste, and food; and
- partner with the community to accelerate collaborative initiatives to advance sustainable, equitable, and healthy places for all.

These goals align with UVA’s 2030 Strategic Plan and build upon the successes of the Board of Visitors’ 2011 and 2013 sustainability commitments; the 2016-2020 Sustainability Plan; and the work of many students, staff, and faculty throughout the years. At the end of calendar year 2019, UVA exceeded the 2011 Board of Visitors greenhouse gas goal (a 25% reduction below 2009 levels by 2025) six years early, reducing emissions by 27%.

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

Significant sustainability-related research, coursework, and leadership is occurring in nearly every area of the University, with more than 130 sustainability-related courses, over 300 faculty involved in sustainability-related research, more than 30 sustainability-focused student groups, dozens of programs, 100 annual events, and countless individual actions. Strategic collaboration of 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.

Partnerships beyond UVA have become increasingly important. In 2019, UVA, the City of Charlottesville, and Albemarle County sustainability staff collaborated to form Climate Action Together—a commitment to collaborative engagement and outreach on regional climate action. Additionally, UVA and the College of William and Mary committed to partner on each institution’s 2030 carbon neutral goal and work together to replicate and scale up solutions across higher education.

UVA’s first strategic plan for sustainability, the UVA Sustainability Plan 2016-2020, supported with $3 million in funding from the University, accelerated implementation by catalyzing pilot initiatives into replicable and scalable longer-term solutions, enabling deeper engagement, and fostering new pan-University and community partnerships. The funding was allocated across UVA’s strategic Discover | Engage | Steward framework...
and is administered by the University Committee on Sustainability and its three subcommittees: Teaching and Research (Discover), Civic Engagement (Engage), and Environmental Stewardship (Steward). This funding enabled the development of 35 new sustainability courses (800 students enrolled in the 2019-20 academic year); instituted a new Sustainability Faculty Fellows program to build and implement a rigorous undergraduate sustainability curriculum; seeded new research; provided 23 sustainability internship grants to students; implemented student-led projects; and facilitated engagement events, as well as furthered strategic development of sustainability efforts.

Several program pilots initiated through this funding have since expanded significantly. For example, UVA’s Smart Labs program, initially launched as a pilot using Sustainability Plan funding, was officially launched as a program in 2020. Smart Labs bridges safety and energy efficiency in our critical research spaces by individually and comprehensively assessing each lab, consulting with researchers, campus health and safety experts, and energy engineers to identify safer and more energy efficient strategies towards infrastructure improvements. Once fully implemented, the Smart Labs program projects to save an estimated $5 million per year, building on the already established and successful Green Labs Program.

The funding also increased work on equity and climate justice, supporting the development of a framework for incorporating equity into Climate Action Together planning with the City and County as well as four Community Martin Luther King, Jr. events: Stirring Up Food Justice with Bryant Terry; Healing Through Community and Art with Candy Chang and Happy Johnson; Voices for Change: Mixing Hip Hop and Environmental Justice with Mustafa Santiago Ali (a partnership with the 9 Pillars Hip Hop Cultural Festival); and Black Youth in the Climate Movement: A Community Martin Luther King Celebration Event. The student-driven Equity and Environment Fund supported 33 projects that have significantly increased visibility around the intersection of diversity, inclusion, and sustainability both in the Charlottesville community and at UVA.

UVA Sustainability looks forward to continuing our collaborative efforts to advance the University of Virginia 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

The 2019-2020 UVA Sustainability, highlighting UVA’s progress is now available.