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.
The University has 11 schools plus The University of Virginia’s College at Wise (UVA-Wise) located in southwest Virginia. The Board approved, in June 2019, a 12th school, the School of Data Science. The deans of all 11 schools report to the executive vice president and provost, who is the chief academic officer of the University; the dean of the School of Medicine also reports to the executive vice president for health affairs. The Chancellor of the 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 EngageUVA email, the UVA Today Daily Digest and other UVA e-newsletters, the Governor’s Office email list and Inside Higher Ed’s e-newsletters.

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

Read Grade Point, the Washington Post’s higher education news blog.
Mission Statement

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

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

Strategic Plan

In June 2019, the Board of Visitors endorsed 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. UVA will create an implementation plan that includes details about funding and the sequence for taking on the key initiatives.

The draft strategic plan can be found at: www.virginia.edu/draftstrategicplan
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 July 17, 2019. 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.
BOARD SCHEDULE

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

The board is a “public body” within the definition contained in the Virginia Freedom of Information Act (Va. Code § 2.2-3700 et seq.) and all Board meetings are open to the press and public. During most regular meetings, closed sessions 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 votes of any kind in closed session.

COMMITTEES

The eight standing committees of the board are Academic and Student Life; Advancement; Audit, Compliance and Risk; Buildings and Grounds; Executive; Finance; Health System Board; and the Committee on The University of Virginia’s College at Wise. The rector is an ex-officio member of all committees and may appoint special and ad hoc committees to carry out particular functions. Special committees must be renewed 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). Among other duties, the executive committee is authorized to transact the business of the Board between meetings.

BOARD OFFICE

The Board Office reports to the President of the University but provides support services to the Board of Visitors. The office is composed of two full-time employees: the Secretary to the Board of Visitors (Susan Harris) and the Clerk of the Board (Debbie Rinker) and one part-time employee (Tom Leback). The office plans and organizes all Board meetings and retreats, and writes and disseminates the official minutes of the meetings. The office is in the northwest wing of the Rotunda which is located at 1826 University Avenue.

STATEMENT OF VISITOR RESPONSIBILITIES

A Statement of Visitor Responsibilities was adopted by the Board on December 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.
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.
UNIVERSITY OF VIRGINIA

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

After law school, Ryan clerked for William H. Rehnquist, the late Chief Justice of the United States, and then worked in Newark, N.J., as a public interest lawyer before entering into teaching. 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.
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. To read more about her, visit https://provost.virginia.edu/about.

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 11 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, executive vice president for Health Affairs, the executive vice president and COO, and the Vice President for Research – 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.

Working closely with the COO, the provost coordinates the administrative and support functions of the University with its academic purposes. The provost develops and maintains plans for academic programs, resource allocations, and innovations in all programs. The provost has oversight responsibility for the recruiting, hiring, retention, and performance of faculty and for the University’s promotion and tenure process. She also oversees critical enrichment experiences in the areas of global affairs, arts and outreach. The Provost’s Office is located in Madison Hall.
Jennifer (J.J.) Wagner Davis began her tenure as Executive Vice President and Chief Operating Officer (EVP-COO) in November 2018. Previously, she served as Senior Vice President for Administration and Finance at George Mason University (GMU) for five and a half years. Prior to her time at Mason, 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 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 office is located in O’Neil Hall at 445 Rugby Road.
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 Team

CABINET

M. Elizabeth Magill
Executive Vice President and Provost

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

Pamela M. Sutton-Wallace
Acting Executive Vice President for Health Affairs

Timothy J. Heaphy
General Counsel

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

Colette Sheehy
Senior Vice President for Operations

John C. Jeffries Jr.
Senior Vice President for Advancement

Mark M. Luellen
Vice President for Advancement

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

Kevin G. McDonald
Vice President and Chief Officer for Diversity, Equity, and Inclusion

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 Governmental Relations

Virginia H. Evans
Chief Information Officer

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

Margaret S. Grundy
Chief of Staff

Carolyn D. Saint
Chief Audit Executive

William J. Antholis
Director of the Miller Center

Jenifer Andrasko
President and CEO, UVA Alumni Association

Ellen M. Bassett
Chair of the Faculty Senate

Peter C. Brunjes
Immediate Past Chair of the Faculty Senate

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

Pamela F. Cipriano (Interim)
School of Nursing

Risa L. Goluboff
School of Law

Alan W. Groves
Students

Alex E. Hernandez
School of Continuing and Professional Studies

Robert C. Pianta
Curry School of Education

Gregory W. Roberts
Undergraduate Admission

Ian H. Solomon
Batten School of Leadership and Public Policy

John M. Unsworth
Libraries

David S. Wilkes, MD
School of Medicine

Carl P. Zeithaml
McIntire School of Commerce

VICE PROVOSTS

Maïté Brandt-Pierce
Faculty Affairs

Archie L. Holmes, Jr.
Academic Affairs

Jody K. Kielbasa
The Arts

Stephen D. Mull
Global Affairs

Louis P. Nelson
Academic Outreach

Anda L. Webb
Administration
Workforce

Employee snapshot

30,081 Total UVA Employees

19,345 Academic Division

9,076 Medical Center

868 University of Virginia Physicians Group

792 UVA-Wise
Workforce | SNAPSHOTS

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

Nearly 62% of employees are female.

23% of full-time and part-time staff and faculty identify as African-American or members of other minority groups.

Employees by Ethnicity

- Other minority 11.00%
- African American 12.00%
- Non-minority 77.00%

Members of our workforce have diverse roles required to support all aspects of the academic and clinical enterprises.

Employee Type

- Faculty 14.47%
- Student Workers 24.48%
- Other (wage, temp, etc.) 9.71%
- Staff 51.34%

Nearly 72% of full-time and part-time employees were born from 1965-1996.
Generational shifts bring changes to our workforce’s wants, needs, career interests, and skills.

- Generation Z (1997-present)
- Generation Y/ Millennials (1981-1996)
- Generation X (1965-1980)
- Baby Boomers (1946-1964)
- Silent Generation (1928-1945)
Workforce | EMPLOYEE BENEFITS

The University provides a robust benefits package to employees that includes retirement savings; medical, dental, vision, and prescription drug insurance; several types of life insurance; disability insurance; paid leave; leave of absence; back-up child and elder care; tuition reimbursement; employee discount program; Hoos Well wellness programs that incorporate physical, emotional, and financial wellness; employee rewards and recognition; and tuition reimbursement. Retired employees remain eligible for certain benefits.

Workforce | HR INITIATIVES

UVA HR partnered with colleagues across Grounds to implement four major initiatives in 2018-19:

Paid Parental Leave In September 2018, the University announced an expanded paid parental leave policy for all benefits-eligible University and Health System faculty and staff to be effective January 1, 2019. The benefit provides eight weeks of full pay for a parent to spend time with a child who has just joined a family. (When both parents work at UVA, each is separately eligible.) Employees will no longer have to rely on short-term disability coverage for parental leave, meaning that parents can spend time with their child without added financial concern.

Base Wage Increase In March 2019, the University announced that on January 1, 2020 UVA's base hourly rate will increase to $15.00 per hour (from $12.75) for all benefits-eligible employees in the Academic Division and Medical Center. The University is committed to paying a fair wage to employees. President Ryan will continue to work with the Board of Visitors to ensure that UVA is a place where talented employees want to work.

Community Resource Specialist In response to needs of members of our own UVA community, and directly related to President Ryan’s “Building Bridges” initiative, HR hired a Community Resource Specialist to help eligible UVA employees locate appropriate community basic resources such as housing, clothing, utilities, and food, as well as resources for personal finance and budgeting needs. The CR Specialist will oversee the Employee Community Resources Service and partner closely with the Faculty and Employee Assistance Program. See https://tinyurl.com/y2x55Ir1 for more information.

New HR Organization and Technology UVA HR and Finance implemented a new Human Capital Management and Payroll technology called Workday on January 7, 2019 as part of the Ufirst project, a multi-year initiative to bring together the University’s Human Resources organization and programs across the Academic Division and Health System. The new technology replaced 70+ disjointed legacy HR systems and will allow UVA HR to improve the employment experience as it delivers a new customer-focused service delivery model.
Academic Data

The University of Virginia has 11 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.
Total N=2,848; this graph includes all salaried academic faculty in 11 schools, including those with temporary administrative appointments.
10-YEAR ACADEMIC FACULTY GROWTH BY TYPE
(TENURED & TENURE TRACK VS. GENERAL)

Data in this graph include all salaried academic faculty in 11 schools, including SCPS. Tenured faculty members with temporary administrative appointments are included in the tenured and tenure-track count.
FACULTY DIVERSITY
Percentage of women, African-American and underrepresented minority faculty at AAU institutions by year. Source: IPEDS

% Women

% African American

% Minority
DISTRIBUTION OF TENURED & TENURE-TRACK FACULTY BY BROAD AGE AND YEAR, 1988-2018

Rates only include salaried academic general faculty members and therefore do not include faculty in the School of Continuing Professional Studies. “Academic general faculty” are sometimes referred to as “non-tenure-track (NTT)” and/or “tenure ineligible.”

DISTRIBUTION OF GENERAL FACULTY BY BROAD AGE AND YEAR, 1988-2018

Rates only include salaried academic general faculty members and therefore do not include faculty in the School of Continuing Professional 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 2018, UVA increased on-Grounds undergraduate enrollment by 1,794 students, a 12 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 proposed 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 2018 undergraduate enrollment and graduate enrollment across all schools for the past nine years.
UNDERGRADUATE ENROLLMENT
Data for both years supplied from the Office of Undergraduate Admission

FALL 2018

4,303 Virginians were offered admission to UVA as first-time, first-year students; 2,487, or 58 percent, enrolled.

733 Virginians were offered admission as transfers – 574 of whom enrolled.

The admission offer rate for Virginians was 38 percent for first-year students and 53.8 percent for transfer students, compared to 21.4 percent and 21.3 percent for non-Virginians.

First-year African American enrollment was 248.

Total first-year minority enrollment was 34 percent.

First-generation first-year college attendees totaled 423.

Women made up 57 percent of admitted first-year students.

PRELIMINARY UNDERGRADUATE ENROLLMENT
FALL 2019

UVA saw a record application volume of 40,879.

Offer rate declined from 26.4 percent last year to 24 percent this year.

Yield increased to 41 percent, including a nearly 2 percent increase in out-of-state yield.

35 percent of enrolling class are students of color, up from last year.

363 African-American students enrolling this year (includes multi-race African-Americans).

Increased African American yield: 37.3 percent from 36.5 percent.

SAT mean changed to 1407 from 1397 last year.

236 foreign nationals vs. 162 last year.

56 percent are women.

Historically highest number of first-generation college students: 514, up from 423.
UNDERGRADUATE ENROLLMENT
FALL 2018
Data includes all degree-seeking students enrolled at fall census

GRADUATE ENROLLMENT
FALL 2010-2018
Data includes all degree-seeking students enrolled at fall census
UNIVERSITY OF VIRGINIA

Academic Entities

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
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
White Burkett Center for Politics
Miller Center of Public Affairs
Data Science Institute
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 in Ottawa, where she graduated top in her class and received the Lieutenant Governor of Ontario Medal for Design. She went on to earn a Master of Design Studies degree in 1991, followed by her 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 of architecture and design. Read more about her online at arch.virginia.edu/people/ila-berman

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

Leading research initiatives focused on sustainability and environmental justice with multidisciplinary research on the impacts of climate change, coastal resilience, urban sustainability in the Arctic, watershed management, and biophilic cities. ■ The Kellogg Foundation funded Transforming Community Spaces, which takes on the challenges of contentious public spaces and monuments associated with histories of violence, slavery, colonialism and environmental disaster. ■ Designing a Community-Engaged Approach to Pre-Development Social Impact Analysis, supported by the Surdna Foundation, includes a social-impact study for participatory and equity-focused housing development.
SNAPSHOTS

Next Cities Institute In 2019, Architecture launched the Next Cities Institute (NCI), to advance research, design, policy and action in addressing the influences of planetary urbanization, climate change, and the accelerating transformation of information technologies on global urban futures.

Educational Travel Experiences: Global Research and Practice The School currently offers research studios in Europe, South/Central America, Asia, India, Africa and the Arctic; summer international programs; semester abroad programs in Venice and Barcelona; and core design studios focused on North American travel opportunities to mid-to large scale cities. Ninety percent of Arch students participate in at least one international or domestic travel research experience.

Inclusion + Equity Last year, Architecture convened a committee to address issues of inclusion and equity. Faculty, staff, and students identified five goals and priority actions, including: Development of a Racial Equity Impact Assessment, training sessions on Implicit Bias and Cultural Competency, and Pipeline Programming to support under-represented minority students.

STEM designation as of January 2019, two of the School of Architecture’s graduate degrees – Architecture and Landscape Architecture – received STEM designation approval, offering eligibility to international students with these degrees to stay in the U.S. workforce for a period of time following graduation. The designations not only underscore the technical rigor of the programs’ curricula and reflect the School’s strategic focus on global education, but also offer the School of Architecture an advantage in recruiting international students and building a diverse student cohort.

BUDGETED SOURCES FY 2020

Total budgeted sources: $22,286,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- 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. He is overseeing an ambitious hiring campaign which, in the midst of a generational turnover of esteemed faculty, aims to bring upwards of 200 new tenured and tenure-track faculty to UVA.

Baucom is also guiding the college’s efforts to revise its undergraduate curriculum for the first time in decades, starting with the new curriculum pilot which was launched in 2017. 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

* Brie Gertler is serving as acting dean for the 2019 fall semester.

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

Several STEM areas received significant funding: National Science Foundation award for Long-Term Ecological Research. ($1.13M), Department of Energy award “Electron interactions with Nuclei”. ($730,000), National Institutes of Health award for “Effectiveness of interpretation training to reduce anxiety”. ($570,000)

- Significant internal and external investments have been made to help propel the School’s research mission, including an NSF award for the Graduate Research Fellowship Program. ($1M)
- The Andrew W. Mellon Foundation supported the Democracy Initiative and its rotating series of “democracy labs,” including the Religion, Race & Democracy Lab and the Corruption Laboratory on Ethics, Accountability and the Rule of Law. ($2.95M)
SNAPSHOTS

Democracy initiative The College, in partnership with UVA units across Grounds, launched the new Democracy Initiative – a research, teaching, and public engagement effort focused on urgent issues related to democracy worldwide. The first two democracy labs (Religion, Race, and Democracy as well as a second lab focused on combating corruption) are underway, and two new labs (Democratic Statecraft; Deliberative Media Initiative) were announced in April 2019. Melody Barnes was appointed Co-Director for Policy and Public Affairs for the Initiative. In addition, seventeen donors committed more than $12 million in gifts, and a $2.95 million grant from the Mellon Foundation was awarded to run through 2024.

Student engagement The second academic year (2018-19) 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 to continue the pilot phase of the new curriculum through the 2019-20 academic year.

Graduate education Investments by the Dean’s Office in the Graduate School were bolstered significantly by the University’s Strategic Investment Fund to help draw the most talented graduate students and researchers to UVA. Graduate fellowships have been strengthened and are already showing signs of success – especially the Dean’s Doctoral Fellowships, which are helping attract under-represented students who demonstrate great academic potential.

BUDGETED SOURCES FY 2020

Total budgeted sources: $381,435,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August
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/school/people/ian-h-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

The Center for Effective Lawmaking uses a unique data-driven approach to study the causes and consequences of Congress members’ ability to advance agenda items through the legislative process and into law. ■ Professor Ben Castleman’s new national toolkit, “Nudges, Norms, and New Solutions”, expands efforts to help students achieve and succeed, with effective, light-touch strategies based on insights from behavioral science to help students get to and through college.
■ Professor Christopher Ruhm’s study on the U.S. government’s undercounting of opioid overdose deaths - and research suggesting that drug availability is the leading driver of the epidemic - was covered and cited by outlets including The New York Times, Quartz, Forbes, The Economist, Buzzfeed News, The Washington Post, NPR, and Vox.
SNAPSHOTS

Leadership The Frank Batten School of Leadership and Public Policy is authoring a new model of public policy education. Of the 250-plus schools of public policy and administration in the U.S., the Batten School has the distinction of being the only one explicitly committed to teaching leadership. The School’s programs inspire students to act vigorously, effectively and ethically on behalf of the common good.

Growth When the Batten School first opened its doors in 2007, there were two full-time faculty members, three staff and two dozen students enrolled in the new master’s program. Today, nearly 170 students are enrolled in the post-graduate and accelerated Master of Public Policy programs, joined by 175 undergraduates and 30 students minoring in Public Policy and Leadership. In response to surging demand, Batten has expanded to more than 30 staff and 70 interdisciplinary faculty scholars.

Focus Areas The Batten School considers not only academic rigor, but also real-world experience, political impact, teaching and mentoring when recruiting faculty. This innovative approach has attracted leading scholar-practitioners in political science, social psychology, policy history, economics, and law from around the globe. Their areas of focus reflect the drive and research of some of the sharpest minds at work in policy and leadership today.

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

BUDGETED SOURCES FY 2020

Total budgeted sources: $21,577,000

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

Figures are in thousands

ENROLLMENT FALL 2018

Undergraduate 161
Graduate 109

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- Faculty, general/NTT 11
- Faculty-TTT 31
- PRS 16
- Staff 3

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 2018-2019

- Bachelor’s 83
- Master’s 77

Preliminary data pending final processing in August
LEADERSHIP

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

Now serving his fifth term as dean, Carl Zeithaml joined the McIntire School in 1997 after spending more than a decade at the Kenan-Flagler Business School of The University of North Carolina at Chapel Hill. Over the past 20 years, Dean Zeithaml led the implementation of McIntire’s strategy to achieve a position of global preeminence in business education.

The McIntire School’s B.S. in commerce program and its M.S. programs in accounting, commerce, and information technology management are consistently ranked among the top programs nationally. Recently, the School also launched an M.S. in global commerce program and an M.S. in Business Analytics Program.

Dean Zeithaml specializes in strategic management, with an emphasis on global and competitive strategy. He focuses much of his research agenda on global firms, high-technology industries, the energy industry, and the health care industry. Read more about him online at commerce.virginia.edu/faculty/zeithaml

DEGREES AWARDED AND MAJORS OFFERED

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

RESEARCH HIGHLIGHTS

Prize for “Best Conference Paper” went to two McIntire professors and their Federal Reserve Colleague at the 2018 European Finance Association (EFA) Annual Meeting for the paper “Common Ownership Does Not Have Anti-Competitive Effects in the Airline Industry,” which refutes a theory on institutional ownership of competing firms and its effect on individual investors. A McIntire team is developing a mobile-based patient platform that, when paired with wearable devices, can track warning signs and alert stroke patients and physicians to possible problems. A team including Professor Ryan Wright is studying how to develop crowdsourced resistance to semantic security threats, focusing on what they call “building the human firewall” through the cultivation of organizational resilience.
SNAPSHOTS

Rankings Ranked No. 2 undergraduate program in the U.S. in December 2018 by business education website Poets&Quants. The School received top marks for student satisfaction (as evidenced by its top score in academic experience in P&Q’s alumni survey) for the second consecutive year. The Economist ranked McIntire’s M.S. in Commerce Program No. 1 worldwide among master’s in management programs in June 2018.

Accolades The following are from Poets&Quants: Named “B-School of the Year” in January 2019; Named to list of “10 Undergraduate Business Schools to Watch”; Named “best five-year ROI” of all 88 schools to be ranked this year; “This School’s Master’s Programs May Be the Most Global in the U.S.”

Commerce Program McIntire’s M.S. in Global Commerce Program is spotlighted in U.S. News & World Report’s Best Business Schools 2019 Guidebook.

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 (ICE) In the 2018-2019 academic year, McIntire celebrated 20 years of readying students for the global business marketplace through its innovative and immersive hallmark undergraduate program.

BUDGETED SOURCES FY 2020

Total budgeted sources: $52,339,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Alex E. Hernandez, dean since 2018

Alex Hernandez comes to 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 and in-person 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.

“A” For Teaching Quality  Students gave SCPS’s faculty an “A” rating for teaching quality in a 2018 alumni survey developed by the Weldon Cooper Center for Public Service.

Access  SCPS makes itself accessible by charging the same tuition for in-state and out-of-state students.

Student Testimonial… or Why We Do What We Do

I married young, had three children, and life got busy. Finishing my degree was always in the back of my mind, because I knew it mattered. But “someday” kept getting pushed further down the road.

Everything changed when my youngest daughter walked the Lawn in 2014. It was a gorgeous spring day. With the Rotunda decked out in banners heralding a new wave of scholars, “Pomp and Circumstance” began to play.

Then they came. I knew exactly who they were. The UVA Bachelor of Interdisciplinary Studies Class of 2014. Somehow they found a way. And if they could do it, so could I.

Deborah Caramella, BIS Class of 2019

BUDGETED SOURCES FY 2020

Total budgeted sources: $14,162,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Degrees
- Certificates
- Partnered Programs

Includes all degree-seeking students enrolled for credit

DEGREES CONFERRED 2018-2019

- Bachelor’s

Preliminary data pending final processing in August

FACULTY | STAFF FALL 2018

- 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.
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

Research at Darden is currently strongest in two areas — ethics/stakeholder management and entrepreneurship. ■ The Batten Institute for Entrepreneurship and Innovation is an engine for education and experiential learning, research and ideas, and applied innovation and new ventures. ■ Darden’s Initiative for Transformational Leadership and Learning is collecting data on subject responses to highly stressful, emotionally ambiguous leadership experiences. ■ UVA’s Convergent Behavioral Science Initiative (CBSI) continues to grow through seed funding from the UVA Strategic Investment Fund. This year, the CBSI offered support to more than 100 researchers, including 45 faculty members across eight schools at UVA; post-doctoral scholars; and the Behavioral Science for Sustainable Systems Ph.D. program. It also launched partnerships with the World Bank; the National Science Foundation, and Ideas42.
SNAPSHOTS

Global reach  Darden full-time and Executive MBA students participated in global courses, consulting projects and exchange programs in 25 countries in the 2018–19 academic year. Eighty-five percent of the full-time MBA Class of 2019 participated in a global academic course, up from 46 percent five years ago. All Executive MBA students participate in at least one global academic course.

Faculty  Darden is successfully hiring the next generation of the world’s No. 1 faculty and expand the overall size of its teaching faculty. The School’s tenure-track faculty hires include six new professors in the 2017–18 academic year, eight new professors in 2018–19 and seven new professors to start in 2019–2020. Over these three years, the School has also appointed four general faculty to full-time roles.

Recognition  Darden rose in all four major rankings of MBA programs released in the 2018–19 academic year. The School is now in the Top 10 globally in The Economist (No. 9) and Bloomberg Businessweek (No. 9). The Economist ranked Darden the world’s best education experience for the eighth consecutive year (2011–18).

Fundraising  Darden announced a $68 million transformational gift from Frank Sands Sr. (MBA ’63) in May 2019, the largest gift in the School’s history. The gift will establish a new institute, create 12 new professorships, and revitalize Darden’s facilities and Grounds. This brings Darden’s campaign total to $218 million, surpassing the goal to raise $200 million by the October 2019 public launch of the campaign. Fiscal year 2019 will be the best fundraising year in the School’s history following record-setting years in FY18 ($40.6M) and FY17 ($30.6M).

BUDGETED SOURCES FY 2020

- Total budgeted sources: $108,114,000
- Tuition
- University support
- Gifts, endowments and other
- Grants, contracts and F&A

Figures are in thousands

ENROLLMENT FALL 2018

- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Robert C. 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 focus on the intersection of education and human development. His work on the measurement of teacher-student interactions and documenting their contributions to students’ learning and development has influenced contemporary program and policy concerning the quality and impact of early education. Dean Pianta has led research to develop and evaluate tools proven to help teachers interact with students more effectively and that are used widely in the United States and around the world.

An internationally recognized expert in both early childhood education and K-12 teaching and learning, 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 Special Education | Bachelor of Science in Elementary Education | Bachelor of Science in Early Childhood Education | Master of Education | Master of Teaching | Master of Science | Education Specialist | Doctor of Education | Doctor of Clinical Psychology

Majors: Administration and Supervision | Higher Education | Kinesiology | Special Education | Speech Communications Disorder | Youth & Social Innovation | Teacher Education Dual Degree

RESEARCH HIGHLIGHTS

$22,858,114 in sponsored research this fiscal year to date. ■ 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 four federally-funded training grants, faculty at the Curry School are preparing predoctoral and postdoctoral fellows in education sciences (IES), fellows who engage in work with individuals with autism spectrum disorders (IES), and special education doctoral students (OSEP).
SNAPSHOTS

Areas of Study The Curry School of Education & Human Development offers graduate studies in Administration & Supervision; Clinical & School Psychology; Counselor Education; Curriculum & Instruction; Educational; Policy; Educational Psychology - Applied Developmental Science; Higher Education; Instructional Technology; Kinesiology; Reading Education; Research, Statistics & Evaluation; Social Foundations; Special Education; Speech Communication Disorders; and Teacher Education. The school also offers undergraduate majors in Kinesiology, Youth & Social Innovation, Speech Communications Disorder, and three new majors: Special Education, Elementary Education, and Early Childhood Education.

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

Initiatives Curry 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 the U.S.; Improving the lives of individuals with autism through research and innovative models for intervention and training; Reinventing American middle schools based on contemporary evidence of youth as assets; Investigating policies related to race and public education in the South; The role of movement in human health and well-being; Selected areas of education technology (the use of social simulation in educator preparation, educating K-12 students in computer programming, and efficacy of education technology tools).

BUDGETED SOURCES FY 2020

Total budgeted sources: $68,775,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- Bachelor’s
- Master’s
- EDS
- Doctorates

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

Believing 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 (Partners with Arts & Science)

Master’s and PhDs:
- Biomedical Engineering
- Chemical Engineering
- Civil Engineering
- Computer Engineering
- Computer Science
- Electrical Engineering
- Materials Science & Engineering
- Mechanical & Aerospace Engineering
- Systems Engineering

RESEARCH HIGHLIGHTS

UVA recently celebrated the one-year anniversary of its unique Link Lab for cyber-physical systems with a National Academy of Engineering regional meeting and symposium, bringing national recognition for UVA’s research strengths in smart health, autonomous systems, and smart cities.

- Biomedical engineering faculty received 38 research awards and millions in sponsored research funding in biomedical data sciences in FY2018 and FY2019. ($8.1M)
- Decades of research and expertise at UVA Engineering helped make possible capturing the first image of a black hole. Almost all of the specialized detectors involved in securing the black hole image were developed and fabricated by the research group in the UVA Engineering Microfabrication Laboratories “clean room.”
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 funding, aligned with the University’s goal of enabling discovery that enriches and improves lives. The School’s sponsored research funding increased by 74 percent between FY16-FY18. 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.

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. Thirty-three percent of undergraduates are women, compared with 21 percent nationally. 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.

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

BUDGETED SOURCES FY 2020

Total budgeted sources: $174,804,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- 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 fellow of the American Academy of Arts and Sciences and a member of 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.

DEGREES AWARDED AND MAJORS OFFERED

Juris Doctor | Master of Laws | Doctor of Juridical Science

RESEARCH HIGHLIGHTS

Five professors earned honors for having top law review articles in their fields, including environmental law, First Amendment law, land use law, philosophy of law, and corporate and securities law. Professor Cynthia Nicoletti’s book, “Secession on Trial: The Treason Prosecution of Jefferson Davis,” won the American Society for Legal History’s Cromwell Book Prize.
SNAPSHOTS

Highly ranked The Law School is No. 8 in U.S. News & World Report’s annual law school ranking released in March 2019. The 2019 Princeton Review rankings rated the Law School No. 1 in best professors and best quality of life, No. 2 in best classroom experience, and No. 4 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 2018 is No. 1 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. 2 in the number of 2018 graduates with full-time, long-term jobs requiring a law degree.

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

Supreme Court 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.

A record gift and a new center Retired U.S. Supreme Court Justice Anthony Kennedy was interviewed by financier-philanthropist David Rubenstein at the launch of the Karsh Center for Law and Democracy in November. The center was funded as part of a record $44 million gift (including matching funds from the UVA Strategic Investment Fund) to the Law School in May 2018.

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

BUDGETED SOURCES

FY 2020

Total budgeted sources: $83,725,000

- $59,998
- $2,918
- $20,529

Figures are in thousands

ENROLLMENT

FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF

FALL 2018

- 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

2018-2019

- 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

An important area of strength and growth is data sciences in health, which includes predictive modeling, bioinformatics applications to explain the enormous amount of data typically generated by next-generation sequencing, and efforts to understand and integrate the vast array of clinical and public health data in the state. 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. ■ Increasing capabilities in neuroimmunology, genetics, addiction, brain injury, and imaging 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 populations sciences.
SNAPSHOTS

Jonathan Kipnis, PhD, Harrison Foundation Professor and Chair of Neuroscience, received an NIH Director’s Pioneer Award. This prestigious award is part of the High-Risk, High-Reward Research program, which encourages creative ideas with the potential for broad scientific impact.

Edward Egelman, PhD, Harrison Distinguished Professor of Biochemistry and Molecular Genetics, was inducted into the National Academy of Sciences. The Academy cited, among his many accomplishments, Dr. Egelman’s groundbreaking work on the pathogenesis of urinary tract infection.

Rankings In the 2020 U.S. News & World Report rankings of graduate program, the School of Medicine was tied for 26 in Primary Care and tied for 27 in Research.

Tuition The School has not increased medical school tuition for the entering classes of 2015-2019. Our goal is to have no tuition increase through 2021.

Diversity The SOM has made a focused effort to increase diversity among learners and faculty. The representation of students from racial and ethnic groups underrepresented in medicine (URM) grew from approximately 6% in the early 2000s to approximately 25% for the incoming class of 2019. The percentage of URM residents has grown from 6.9% in 2014-15 to 11.9% in 2018-19. During the same period, the percentage of fellows has more than doubled, going from 6% to 14.8%. In addition, the number of female full professors has increased from 48 in 2014 to 74 as of July 2019. The SOM was among 35 US health professions schools to receive the 2018 Health Professions Higher Education Excellence in Diversity Award from INSIGHT Into Diversity magazine. This was the seventh consecutive year the SOM was recognized with this award. BlackDoctor.org included the UVA Health System in its 2018 list of Top Hospital for Diversity.

BUDGETED SOURCES FY 2020

Total budgeted sources: $436,894,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- MD
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Pamela F. Cipriano, BSN, MSN, PhD, interim dean since 2019

Cipriano's 40-plus-year career in nursing is marked by a focus on improving the quality and safety of services and the work environment for all staff. She has extensive experience as an academic medical center executive and served for nine years as the chief clinical officer/chief nursing officer in the UVA Health System, where she was responsible for all inpatient and outpatient clinical services. Under her leadership the Health System earned its initial American Nurses Credentialing Center “Magnet” designation in 2006.

Currently a member of the school’s research faculty, Cipriano served two terms as the president of the American Nurses Association from 2014 until December 2018, representing the interests of the nation’s 4 million registered nurses.

Cipriano is known nationally and internationally as a strong advocate for quality, growing nursing’s influence on health care policy, and leading efforts to advance the role and visibility of nurses. She served as a public-sector adviser in the U.S. delegation to the 69th World Health Assembly in 2016, and currently serves as the first vice president of the International Council of Nurses. 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

Grant shared with School of Medicine to expand study of a high-tech pain monitoring device for cancer patients cared for at home ($144K of $2M). Department of Justice grant to improve how strangulation injuries in the context of intimate partner violence are identified and prosecuted in court ($726K). NIH grant to gather narratives from Virginia families caring for children with severe disabilities and develop an app that will aid in their ability to manage, care, cope and connect ($444K)
SNAPSHOTS

Healthy Nurses After a decade of work to improve climate and engagement, the School earned international honor society Sigma Nursing’s first-ever Healthy Work Environment Award in 2019.

Rankings Among public research institutions, the School of Nursing’s graduate programs are tied for No. 10 and remain Virginia’s only nursing graduate program ranked in the nation’s top 25, with a No. 2-in-the-nation Clinical Nurse Leader master’s program, and a No. 19 Doctor of Nursing Practice program.

Applications Interest in the School’s programs continues its meteoric rise, with 1,355 applications for the BSN class of 2023 – a new record high.

Targeted Growth In addition to expanding learning activities in the 10,000-square-foot Clinical Simulation Learning Center, doubling the size of both the CNL and DNP programs, and widening Continuing Education offerings, the School has two new master’s certificate programs (neonatal and pediatrics-acute care), a phalanx of new mindfulness courses, and two new palliative care courses.

Compassionate Care With a determined focus on self-care, the School’s Compassionate Care Initiative continues to expand its program offerings to bolster clinician resilience, care quality, reduce burnout and promote professional longevity. As a champion of interprofessional learning, nursing and medical students regularly interact, and the School continues its devotion to diversity to ensure that nurses-to-be look and sound like the individuals for whom they care, and, when they cannot, they’re culturally competent, humble, and respectful to all they encounter.

BUDGETED SOURCES FY 2020

Total budgeted sources: $27,477,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Undergraduate
- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- 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 2018-2019

- Bachelor’s
- Master’s
- Doctorates

Preliminary data pending final processing in August
LEADERSHIP

Donna P. Henry, PhD, chancellor since 2013

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

Additional members of the UVA-Wise senior administration include: Chris Dearth, vice chancellor for enrollment management (starting July 2019); Sim Ewing, vice chancellor and COO; Sandy Huguenin, provost; Valerie Lawson, vice chancellor for advancement; Jewell Worley, vice chancellor for student affairs; and Shannon Blevins, associate vice chancellor for economic development and engagement.

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)
Mission statement

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

Key metrics

Enrollment The number of students enrolled in the 2018-2019 academic year as measured in the Fall was approximately 2,066. UVA-Wise is an undergraduate institution and does not currently offer graduate degrees, but has initiated the process for implementing a Master of Arts in Teaching. Its first fully online program, an RN to BSN, will begin Fall 2019.

Budget In 2018-2019, the College’s operating budget totaled $43.77 million.

Tuition In 2018-2019, in-state tuition and fees totaled $10,119 and out-of-state tuition and fees totaled $27,846. Residents of Tennessee and Kentucky within 50 air miles of Wise qualify for in-state tuition rates. Beginning in 2019-2020, in-state tuition rates will also apply to residents of the federally-designated Appalachian Regional Commission (ARC), which includes 13 states and 420 counties.

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

International Outreach  During the 2018-19 fiscal year, the Center’s international program, Global Perspectives on Democracy hosted the Youth Ambassadors Program for Bolivia/Peru and the Leaders Advancing Democracy-Mongolia Fellowship each of which included 30 delegates. Additional exchanges in the summer of 2019 include the Iraqi Young Leaders Exchange and the Youth Ambassadors for the Caribbean. The Center’s Ambassador Lecture Series hosted ambassadors to the U.S. from Italy, Ireland, the Czech Republic, Hungary, Poland, and Slovakia.

Service  During 2018-2019, the Center for Politics’ Crystal Ball provided political analysis to 60,000 subscribers and to countless others through expert analysis provided to local, state, national, and international news outlets. The Center also partnered with Reuters/Ipsos, an international polling organization, to produce state and national polls exploring major issues and elections. The Center also launched a new University-wide partnership and symposium series with the Frank Batten School of Leadership and Public Policy exploring challenges to American democracy.

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 2020

Total budgeted sources: $2,683,000

- Tuition: $1,200
- University support: $712
- Gifts, endowments and other: $670
- Grants, contracts and F&A: $100

Figures are in thousands
White Burkett Miller Center of Public Affairs

RESEARCH HIGHLIGHTS

Oral history of 2007-08 financial crisis, including interviews with Treasury Secretaries from Bush and Obama administrations, chair of the FDIC, White House chief of staff, and National Economic Council director, conducted by Miller Center, Politics, Law, and Darden. ■ Interdisciplinary investigation of the American presidency at a crossroads for The President and the Constitution, to be published by UVA Press. ■ Project covering race in the Kennedy White House, through the eyes of JFK’s valet, George Thomas, of Berryville, VA

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 2020

Total budgeted sources: $7,244,000

- Tuition $320
- University support $1,190
- Gifts, endowments and other $5,733

Figures are in thousands

LEADERSHIP

William Antholis, director and CEO since 2015

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

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

FACULTY | STAFF

Ten faculty, 19 affiliated faculty and fellows, and 27 staff
Data Science Institute

LEADERSHIP

Philip E. Bourne, Stephenson Chair of Data Science; Director, Data Science Institute; Acting Dean, planned School of Data Science; Professor in the Department of Biomedical Engineering

Philip E. Bourne joined the Data Science Institute after three years as the associate director for data science at the National Institutes of Health. As director of the DSI, Bourne has been leading the development of the planned School of Data Science. His vision is of a School that is a model of higher education for a future built around a digital society - interdisciplinary; transparent, ethical and open; diverse and inclusive; and dedicated to educating students and supporting research at the cutting edge of a field revolutionizing our lives and our world. His work at NIH was preceded by 20 years in the pharmacology department at the University of California, San Diego, where he was Associate Vice Chancellor for Innovation.

Bourne has done exceptional work to make biomedical research accessible, as well as to advance the field of data science. His diverse interests span structural biology, medical informatics, information technology, structural bioinformatics, scholarly communication and pharmaceutical sciences. He is a highly respected and oft-cited scholar who brings a wealth of experience to UVA. You can read more about him at datascience.virginia.edu/people/phil-bourne/profile

RESEARCH HIGHLIGHTS

A team including UVA’s Data Science Institute and Health System, Inova Health System, Virginia Tech, and Carilion Clinic have partnered for The integrated Translational Health Research Institute of Virginia: Using Data to Improve Health, the first cross-state effort to integrate broad clinical and translational research resources and processes using data science. ($23M).

A research partnership between UVA’s Data Science Institute, Institute of Law, Psychiatry, and Public Policy, Critical Incident Analysis Group and the Federal Bureau of Investigation is combining machine learning and psychology to study the ways in which propaganda radicalizes people online. ($1M).

An interdisciplinary team is building a new system for collecting, integrating and analyzing data from multiple sources and using machine learning to develop personalized therapies for autism. Supported by UVA’s Strategic Investment Fund ($6.2M).
SNAPSHOTS

New School Through a $120 million gift – the largest in University of Virginia history – the University plans to establish a School of Data Science. The new School will offer the Master of Science in Data, and proposes to ultimately offer both doctoral and undergraduate degree programs and certificate programs, helping to meet soaring demand for qualified data science professionals in a field that plays a key role in the global information-based economy. With the Data Science Institute as its foundation, the new School will position the University as a global leader in efforts to improve society through teaching and research based on the powerful, emerging field of data science.

New Opportunities The Data Science Institute recently launched an online Master of Science in Data Science program, which offers the same rigorous curriculum and real-world capstone experience as the residential program to students anywhere in the world. With the first cohort enrolled to start in summer 2019, the part-time program allows working professionals and those unable to come to Grounds the opportunity to obtain a degree in data science from a top program and a renowned university.

Inclusive Program Women are chronically underrepresented in STEM fields, including data science. But at the DSI, we take seriously our commitment to diversity and inclusion, and are working to build a pipeline that enables people of all experiences, backgrounds, and identities to enroll in our programs. We are proud that the incoming 2020 cohort of Master of Science in Data Science students is more than 50 percent women. We will continue working internally and externally to ensure all people are represented in data science.

BUDGETED SOURCES FY 2020

Total budgeted sources: $8,447,000

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

Figures are in thousands

ENROLLMENT FALL 2018

- Graduate

Includes all degree-seeking students enrolled for credit

FACULTY | STAFF FALL 2018

- Faculty, general/NTT
- 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 2018-2019

- Master’s

Preliminary data pending final processing in August
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 news.library.virginia.edu/files/2017/07/JUbio0617.pdf

RESEARCH HIGHLIGHTS

Two-year grant from The Andrew W. Mellon Foundation will fund collaboration with Carnegie Mellon University and The HistoryMakers digital archive to increase discoverability and accessiblility ($1M) ■ Collaboration with the local community and a University Equity Initiative to co-create a Charlottesville-Area Regional Equity Atlas, a platform to combine, visualize, and make accessible data about local disparities, supported by a two-year grant from the Institute of Museum and Library Services. ($150K) ■ A pilot group of seven universities will collaborate on work, funded by The Andrew W. Mellon Foundation, to create infrastructure for a scalable, collaborative, and national approach to the growing challenge in higher education of making text accessible for students with print disabilities. ($1M)

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; 2 million visits annually; 785,000 ebooks; 207,000 journal subscriptions; 1400 databases; and 358,000 media items such as videos, sound recordings, etc. 13,000 participants in Library group presentations; more than 25,000 study room reservations for over 5,000 users.

Facilities Ten facilities and a sophisticated online environment serve the entire University community and support all academic programs. In addition to the University Library system, the Health Sciences, Darden, and Law each have their own library. The iconic Alderman Library will close in May 2020 to undergo a major renovation, having recently been awarded $132.5M in construction funding from the Commonwealth of Virginia.

BUDGETED SOURCES FY 2020

Total budgeted sources: $39,286

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Figures are in thousands
The goal of the Office of the Vice President for Research (VPR) is to advance knowledge and serve 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 the various 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

Prior to UVA, Ram was program director for the Engineering Research Centers at the National Science Foundation and the D.W. Reynolds Distinguished Professor and department chair of Mechanical Engineering at Clemson University, with a joint faculty appointment as professor of bioengineering.

He has also held the position of lead director of the Integrative Graduate Education and Research Traineeship Programs at the National Science Foundation, and he spent eighteen years as a faculty member in the Mechanical and Aerospace Engineering department at North Carolina State University and seven 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

The University received $393.8 million in sponsored research awards for FY17-18 with the majority (nearly two-thirds) coming from federal sponsors (mainly NIH and NSF). Moving forward, the University plans to spur research growth through a multifaceted strategic approach, focusing on: select faculty recruitment and retention (including cluster and TOPs hires), research infrastructure investments, new and renovated space, and diversified funding sources, including corporate, foundations and private industry. The SIF program has been instrumental in supporting several of these key research-related strategies.

UVA–SPONSORED RESEARCH AWARDS AND PROJECTED GOAL
RESEARCH PROGRAMS

The Office of the VP for Research uses strategic seed funding to encourage faculty scholarship and collaborative research projects. Faculty development and leadership, collaborative research space, research review and reporting, and fundraising are the underpinnings to good and great outcomes, including nurturing faculty and projects from promising to emergent to prominent to preeminent; accelerating their growth with cluster hires; providing world-class infrastructure; and executing top-tier targeted hiring, all key parts of the strategic plan.

Three Cavaliers (3C) Seed Investment Program The 3C program provides seed funding for groups of three collaborative faculty members from at least two disparate disciplines, located in different units or schools, to formulate and explore creative and consequential interdisciplinary research ideas. This program generated a UVA faculty directory with live data feeds of updated profile information to enable faculty to find new collaborators.

Research Development Over the last three years the VPR has fostered a research development team to assist faculty in finding both external support opportunities and potential collaborations across Grounds, and to help prepare large, multidisciplinary proposals. A partnership with the Health Sciences Library and University Library facilitated a series of workshops for faculty and students on licensed online tools for discovery of research opportunities, resulting in our Community of Research Development (CORD) initiative.

Intellectual Property Management and Technology Commercialization UVA Licensing & Ventures Group (LVG) is the 501(c)(3) UVA-associated organization responsible for managing the University’s intellectual property portfolio. LVG’s team of licensing, legal and business professionals work with faculty, staff, students, industry partners, and alumni to steward research discoveries made at UVA toward reaching their full potential in the marketplace. LVG solicits and/or receives 200+ invention disclosures, executes 75+ commercial transactions, and launches 5-7 new companies each year. In fiscal year 2018, LVG issued a record 59 U.S. patents. Supported by University leadership, LVG recently established two multi-million dollar seed and venture funds to provide capital and other resources to new ventures created to commercialize UVA intellectual property. These investments are made only after extensive analysis and approval from their respective oversight committees.

SEED FUNDING WITH A STRATEGY

ACCELERATORS

Top-Tier Targeted Hiring

World Class Infrastructure

Cluster Hires

Promising

Emergent

Prominent

Preeminent

3 CAVALIERS

School & central seed funds

Startup funds

Explore-to-Build

School & central seed funds

Pan-U Institutes

SIF projects

Venture Fund
SPONSORED FUNDING FY18 BY SPONSOR TYPE

- **Federal Government** $312,000,000 (79.19%)
- **Foundation** $37,000,000 (9.39%)
- **Industry** $25,000,000 (6.35%)
- **State Government** $16,000,000 (4.06%)
- **Foreign Entity** $3,000,000 (0.76%)
- **Other Colleges & Universities** $800,000 (0.20%)
- **Local Government** $200,000 (0.05%)

Total $394,000,000

**Research Compliance**
Research Compliance manages and staffs the human research Institutional Review Boards and various safety committees, develops and negotiates human and animal welfare assurance documents with federal agencies, develops policies on conflict of interest, and investigates issues of research integrity.

**Environmental Health and Safety**
EHS 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 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**
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.
The University of Virginia Health System is an academic health system whose mission is to provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity and inclusiveness. In all that we do, we work to benefit human health and improve the quality of life in the Commonwealth of Virginia and beyond. Here is a snapshot of how we serve people throughout the Commonwealth through patient care, research and education.

Patient Care

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

During fiscal year 2018, UVA Medical Center:

Cared for 220,190 Virginia residents.

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

Had an all-payor Case Mix Index (CMI) of 2.09. That compares to an average all-payor CMI of 2.05 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 849,000 visits to more than 100 primary and specialty care outpatient clinics.

Had 64,780 visits to its Emergency Department.

Performed 29,516 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 277 transplants – a record for the Transplant Center, including 25 pediatric transplants (also a record). UVA Transplant Center performed its first robotic kidney, kidney-pancreas, pancreas, and living donor kidney transplants in FY18.

Delivered 1868 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 894 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 796 residents and fellows in 134 total training programs.

UVA Health System cares for all Virginians, regardless of their ability to pay. It serves as a key component of Virginia’s safety net. In fiscal year 2018, UVA provided over $322 million in indigent care.

Patients come from every region of Virginia.

See charts on the following page.

HIGH-QUALITY CARE

In the 2018-2019 U.S. News & World Report Best Hospitals guide, UVA is ranked the No. 1 hospital in Virginia. Nationally recognized specialties by U.S. News at UVA include:

<table>
<thead>
<tr>
<th>Children’s Hospital</th>
<th>Best in 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neonatology</td>
<td>No. 19</td>
</tr>
<tr>
<td>Diabetes and Endocrinology</td>
<td>No. 33</td>
</tr>
<tr>
<td>Urology</td>
<td>No. 38 (tie)</td>
</tr>
<tr>
<td>Neurology &amp; Neurosurgery</td>
<td>No. 41 (tie)</td>
</tr>
<tr>
<td>Cardiology and heart surgery</td>
<td>No. 43</td>
</tr>
<tr>
<td>Gastroenterology &amp; GI Surgery</td>
<td>No. 48</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hospitals (adults)</th>
<th>Best in 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ear, nose and throat</td>
<td>No. 18</td>
</tr>
<tr>
<td>Urology</td>
<td>No. 30</td>
</tr>
<tr>
<td>Cancer</td>
<td>No. 40</td>
</tr>
<tr>
<td>Nephrology</td>
<td>No. 42</td>
</tr>
<tr>
<td>Cardiology and heart surgery</td>
<td>No. 50</td>
</tr>
</tbody>
</table>

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

Orthopedics: High performing (top 10 percent among their specialty nationally)

Neurology and Neurosurgery: High performing (top 10 percent among their specialty nationally)

Pulmonology: High performing (top 10 percent among their specialty nationally)


Has nationally recognized faculty for patient care, with 193 UVA physicians honored among the 2018-2019 “Best Doctors in America” by Best Doctors, Inc.

UVA Medical Center earned an “A” on the Spring 2019 Leapfrog Hospital Safety Grade.
**INDIGENT CARE AND MEDICAID**

UVA Medical Center and Affiliates, by Virginia Health Planning Districts, FY 2018

**TOTAL CHARGES**

<table>
<thead>
<tr>
<th>Category</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigent Care</td>
<td>$ 322,110,289</td>
</tr>
<tr>
<td>Medicaid</td>
<td>$ 743,948,879</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,066,059,168</td>
</tr>
</tbody>
</table>

**VIRGINIA CHARGES ONLY**

<table>
<thead>
<tr>
<th>Category</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigent Care</td>
<td>$ 288,287,097</td>
</tr>
<tr>
<td>Medicaid</td>
<td>$ 730,420,783</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,018,707,880</td>
</tr>
</tbody>
</table>

Numbers are for Medical Center Consolidated and include Community Medicine, Outreach, Imaging, Renal, HOPE, TCH
Produced by UVA Finance

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**INPATIENT / OUTPATIENT CASES AND CHARGES**

UVA Medical Center and Affiliates, by Virginia Health Planning Districts, FY 2018

**TOTALS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Cases</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>29,252</td>
<td>$2,619,427,568</td>
</tr>
<tr>
<td>Outpatient</td>
<td>948,448</td>
<td>$2,911,723,506</td>
</tr>
<tr>
<td>Whole Hospital</td>
<td>977,700</td>
<td>$5,531,151,074</td>
</tr>
</tbody>
</table>

**VIRGINIA ONLY TOTALS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Cases</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>27,977</td>
<td>$2,457,481,758</td>
</tr>
<tr>
<td>Outpatient</td>
<td>877,088</td>
<td>$2,603,025,749</td>
</tr>
<tr>
<td>Total Virginia</td>
<td>905,065</td>
<td>$5,060,507,507</td>
</tr>
</tbody>
</table>

Numbers are for Medical Center Consolidated and include Community Medicine, Outreach, Imaging, Renal, HOPE, TCH
Produced by UVA Finance
EXPANDING ACCESS TO HEALTH CARE

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

Novant Health UVA Health System is a joint operating company formed in January 2016 between UVA Health System 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.

InnoVate is a partnership formed by the Virginia Department of Health and the Karen S. Rheuban Center for Telehealth and supported by $800,000 per year of grant funding from the Centers for Disease Control to expand the use of telehealth technology to prevent chronic disease. Through InnoVate, UVA 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.

Fortify Children's Health, LLC is a clinically integrated network (CIN) 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.

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

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

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 2018 the Medical Center cared for 912 patients, either at these centers or at home.
UNIVERSITY OF VIRGINIA TRANSITIONAL CARE HOSPITAL

The UVA Transitional Care Hospital (TCH) is a 40-bed long-term acute care hospital located two miles west of Charlottesville at the Northridge Medical Park. It is designed for patients with acute care needs who may be chronically ill and require continued inpatient stays on average of 25 days or more. 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 2650 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.

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. In FY18, the School of Medicine received 1,292 research awards, of which 292 were from the National Institutes of Health (NIH). Of the $223 million in FY18 awards, $140 million were from NIH grants.

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

NATIONAL RECOGNITION

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

Funding For federal FY18, UVA was #42 in NIH rankings. NIH funding for UVA’s medical research rose from $104 million in FY14 to $140 million in FY18.

Growth For fiscal year 2014 through fiscal year 2018, the overall University extramural research funding portfolio grew by $101M (+34 percent) and was driven primarily by growth in the School of Medicine portfolio +$61M, (+38 percent), as discussed in more detail under the section on Economic Development.

<table>
<thead>
<tr>
<th>Years</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>University (total)</td>
<td>$293 million</td>
<td>$311 million*</td>
<td>$325 million</td>
<td>$353 million</td>
<td>$394 million</td>
<td>+$101 million</td>
</tr>
<tr>
<td>SOM</td>
<td>$162 million</td>
<td>$178 million*</td>
<td>$195 million</td>
<td>$202 million</td>
<td>$223 million</td>
<td>+$61 million</td>
</tr>
</tbody>
</table>

Source: UVA Office of Sponsored Programs (Research UVA) * Numbers include Hemophilia Project
TELEHEALTH

Through the Karen S. Rheuban Center for Telehealth, patients have received over 100,000 clinical encounters without having to travel to Charlottesville. In its 25th year, the Center has saved Virginians nearly 20,000,000 miles of travel for their healthcare.

<table>
<thead>
<tr>
<th>TMED Services</th>
<th>FY95-19 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live Video-Based Patient Encounter</td>
<td>55,345</td>
</tr>
<tr>
<td>Patient Education</td>
<td>4,613</td>
</tr>
<tr>
<td>Patient Support</td>
<td>6,374</td>
</tr>
<tr>
<td>School-Based Telehealth</td>
<td>73</td>
</tr>
<tr>
<td>Clinician-to-Clinician Consultation</td>
<td>281</td>
</tr>
<tr>
<td>Clinical Education</td>
<td>357</td>
</tr>
<tr>
<td>eConsults</td>
<td>4,058</td>
</tr>
<tr>
<td>Store and Forward</td>
<td>15,347</td>
</tr>
<tr>
<td>Remote Patient Monitoring</td>
<td>10,696</td>
</tr>
<tr>
<td>Total</td>
<td>97,144</td>
</tr>
</tbody>
</table>

Total VA travel saved for patients 18.8M miles

<table>
<thead>
<tr>
<th>Services</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychiatry – child and family</td>
<td>29%</td>
</tr>
<tr>
<td>Psychiatry – adult</td>
<td>14%</td>
</tr>
<tr>
<td>Other &lt;2.0%</td>
<td>13%</td>
</tr>
<tr>
<td>Home monitoring</td>
<td>11%</td>
</tr>
<tr>
<td>Peds echo</td>
<td>8%</td>
</tr>
<tr>
<td>Diabetic retinopathy</td>
<td>6%</td>
</tr>
<tr>
<td>Mobile mammography</td>
<td>6%</td>
</tr>
<tr>
<td>OBGYN</td>
<td>5%</td>
</tr>
<tr>
<td>Diabetes education</td>
<td>4%</td>
</tr>
<tr>
<td>Hepatology</td>
<td>3%</td>
</tr>
<tr>
<td>Infectious disease</td>
<td>2%</td>
</tr>
</tbody>
</table>

STRATEGIC HIRING INITIATIVE

The School of Medicine’s Strategic Hiring Initiative (SHI) recruits investigators, primarily physician-scientists, working in cross-disciplinary areas that link to existing UVA scientists. The SHI met its goal to recruit scientists conducting transformational research while expanding UVA’s total research portfolio.

Strategic hires include:
Jayakrishna Ambati, MD, Ophthalmology, from University of Kentucky
Thomas Barker, PhD, Biomedical Engineering, from Georgia Institute of Technology
Ananda Basu, MD, Endocrinology, from Mayo Clinic
Rita Basu, MD, Endocrinology, from Mayo Clinic
Philip Bourne, PhD, Biomedical Engineering, from National Institutes of Health
Graham Casey, PhD, Public Health Sciences, from Cleveland Clinic
Michael Engel, MD, PhD, Pediatrics, from University of Utah
Heather Ferris, MD, PhD, Endocrinology, from Harvard Medical School
Francine Garrett-Bakelman, MD, Biochemistry & Molecular Genetics, from Weill Cornell
Karen Hirschi, PhD, Cell Biology, from Yale University
Robert Klesges, PhD, Public Health Sciences, from University of Tennessee
Margaret Kosek, MD, Infectious Diseases, from Johns Hopkins University
Alexander (Sasha) Krupnick, MD, Surgery, from Barnes-Jewish Hospital
Daniel (Trey) Lee, MD, Pediatrics, from National Cancer Institute
Li Li, MD, PhD, MPH, Family Medicine, from Case Western Reserve University
Melissa Little, PhD, Public Health Sciences, from University of Tennessee
Lawrence Lum, MD, Medicine, from Karmanos Cancer Center
Sean Moore, MD, Pediatrics, from University of Cincinnati
Imre Noth, MD, Pulmonary, from University of Chicago
Jose Oberholzer, MD, Surgery, from University of Illinois at Chicago
Kevin Pelfrey, PhD, Neurology, from Yale University
Patricia Ray, MD, Pediatrics, from Children’s National Health Institute
Arturo Saavedra, MD, PhD, MBA, Dermatology, from Harvard Medical School
Kenneth Walsh, PhD, Cardiovascular, from Boston University
RESEARCH BREAKTHROUGHS

Investigators in the UVA Cancer Center—Larry Lum for adult cancer patients, and Daniel Trey Lee for children—are enhancing the patients’ immune systems to make them a better cancer-killing machine. Their approach weaponizes immune cells, known as T cells, in clinical trial participants to recognize and kill treatment-resistant cancers. This cutting-edge approach aims to harness the body’s immune system to destroy cancers that other treatments cannot. Drs. Lum and Lee use the newly opened state-supported cellular therapy facility, the only one of its kind in the state, to produce the cells necessary for these treatments.

UVA neurosurgeon Jeff Elias, MD, led the research into the use of focused ultrasound (FUS) as a scalpel-free alternative to brain surgery for essential tremor, which was approved by the federal Food and Drug Administration. Dr. Elias then turned his attention to the potential for FUS to manage tremors in patients with Parkinson’s disease. Trial participants saw a 62 percent median improvement in their hand tremor three months later. In December 2018, the FDA gave its approval for the treatment. Dr. Elias is now investigating a new direction in neuromodulation of pain to determine if FUS can be used as an alternative to opioids.

Researchers at the UVA Center for Diabetes Technology led by Boris

Health System Education

The UVA Health System plays a significant role in educating the next generation of healthcare professionals on Grounds. For the 2018-2019 academic year, this includes 372 undergraduate and 419 graduate students at the UVA School of Nursing as well as 636 medical students, 234 Biomedical Sciences Graduate Program students, and 78 Public Health Sciences master’s program students at the UVA School of Medicine. UVA offers the following degree programs through the School of Medicine: MD, MD/PhD (through its NIH-funded Medical Scientist Training Program), MD/JD, MD/MBA, MD/MS (clinical research), MD/MS (data sciences), MPH, and PhD. Additional educational opportunities are provided through UVA’s School of Continuing and Professional Studies, partnerships with Piedmont Virginia Community College, rotations at other hospitals and health systems in the Commonwealth, and UVA’s Center for Telehealth. The Center has also launched TelehealthVillage, an on-line accredited learning platform providing the Foundations of Telehealth for a global audience.

In May 2019, the School of Medicine graduated 141 medical students, 16 PhD students, 6 MS-Clinical Research students, 2 MS-Biological & Physical Sciences students, and 34 MPH students. In 2018, 156 medical students were admitted to the class of 2022. Forty-four percent are Virginians, 45 percent are women and 19 percent are students from historically underrepresented groups. In May 2019, the School of Nursing graduated 105 BSN/RN-BSN students, 115 MSN/CNL students, 17 DNP students, and 5 PhD students.

The Medical Center, in conjunction with the School of Medicine faculty, has a robust Graduate Medical Education program. In FY 2019, 811 residents and fellows received training at the UVA Medical Center in 132 Graduate Medical Education programs. Of those residents and fellows, 633 (78 percent) came to UVA from another state following medical school. Thus, we are a major importer of talent to the Commonwealth.
Kovatchev, PhD, have developed a programmed “artificial pancreas” to automatically monitor and regulate blood-sugar levels in people with Type 1 diabetes. This eliminates the need for people with Type 1 diabetes to stick their fingers multiple times daily to check their blood-sugar levels and to inject insulin manually, and prevents the dangerously low blood sugar levels that cause disease complications and death. UVA is performing the pivotal trial prior to FDA evaluation of the device; results will be presented in summer of 2019.

RESEARCH PARTNERSHIPS

The School of Medicine’s integrated Translational Health Research Institute of Virginia (iTHRIV) program, under the leadership of Karen Johnston, MD, was awarded a five year Clinical and Translational Science Award from the NIH to advance innovative ideas from the point of discovery to implementation in clinical practice and population health. iTHRIV includes UVA, Inova Health System, Virginia Tech, and Carilion Clinic as partners, with the Center for Open Science and UVA’s Licensing & Ventures Group as affiliates. iTHRIV’s focus is using data to improve health and leverages data science expertise across the Commonwealth.

Through a research affiliation with Inova Health System and a partnership with George Mason University, UVA is developing a research institute on the 117-acre Falls Church campus of the Inova Center for Personalized Health.

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 SOM 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 SOM 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. The two schools will develop and offer the PhD/MS-Commerce and the MS-Interprofessional healthcare leadership.

The School of Medicine is tied for 26th in primary care, according to the 2020 U.S. News & World Report Best Grad Schools guide.

The School of Nursing remains Virginia’s only program ranked among the nation’s top 25 (at no. 21 nationally), including a no. 2 Clinical Nurse Leader program and a no. 19 Doctor of Nursing Practice program. Among public universities, the School ranks no. 10 in the nation for graduate nursing programs overall according to the 2020 U.S. News & World Report Best Grad Schools guide. Additionally, the School of Nursing is also academic home to eight current and immediate past presidents of key nursing and healthcare organizations, including:

- Pam Cipriano (ANA president 2014-2018)
- Ishan Williams (Southern Gerontological Society president, 2018-2020)
- Tomeka Dowling (president of the Virginia League for Nursing, 2018-2020)
- Katrina Debnam (Society for Prevention Research chair-elect, 2019-2020)
- Arlene Keeling (American Association for the History of Nursing president, 2018-2020)
- Clareen Wiencek (AACN immediate past president, 2017-2018)
- Emily Drake (AWHONN immediate past president 2017-2018)
- Mary Gibson (AAHN immediate past president 2017-2018)
EDUCATION PARTNERSHIP

Expanding educational opportunities

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

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

UVA’s School of Continuing and Professional Studies offers two programs to help students interested in medical careers: A post-baccalaureate, pre-medical certificate for students looking for a career change who want to consider medical school and majored in topics other than pre-health in college; and a degree completion program in Health Sciences Management designed for students who have associate’s degrees in allied health fields and now want to move into healthcare management.

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

ECONOMIC DEVELOPMENT

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

In fiscal year 2018, the Health System:

- Employed over 11,000 people
- Had total assets of $4.8 billion
- Had $2.7 billion in endowment and investments
- Had $.9 billion in net investment in capital assets
- Had $0.6 billion in cash, receivables and inventory
- Had total operating revenue of $2.4 billion for the Medical Center, School of Medicine, UPG and the Library

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

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

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

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

- Over 4,700 participants
- 100 percent participants completed depression screening (PHQ-2)
- 91.8 percent participants within healthy range of blood pressure
- 80.1 percent participants within healthy range of cholesterol
- 57.3 percent participants within healthy range of body mass index

SNAPSHOTS

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

Fortify Children’s Health Our pediatric network with CHKD seeks to provide all children in Virginia with easy access to the best clinical care in the right location with the greatest efficiency and value.

Innovation Through our iTHRIV CTSA grant, we aim to use “big data” to improve the health of the citizens of the Commonwealth.

Quality, Cost Control and Digital technologies In 2019, Pamela Sutton-Wallace charged the leadership of the Health System to create a three-year strategic plan for telehealth to improve patient and provider access, chronic disease management, and patient progression. These initiatives will enable telehealth to be integrated across departments and service lines to improve efficiencies, reduce costs, and most importantly, advance patient outcomes.

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

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

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

Who we are

The Division of Student Affairs consists of approximately 204 employees within five units: the Office of the Vice President and Chief Student Affairs Officer, the Office of the University Dean of Students, Student Health, the University Career Center, and the Office of African-American Affairs.

While many areas of the University engage face-to-face with students, such interactions characterize the work of nearly all the professionals within Student Affairs. We are a people-intensive operation, available 24 hours a day, 365 days a year to students and parents.
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 2007. He oversees Student Engagement; Housing & Residence Life; the University’s three residential colleges (Brown, Hereford and the IRC); Fraternity and Sorority Life; Multicultural Student Services; Orientation & New Student Programs; and the staff located in Peabody Hall.

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

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

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

Student Health & Wellness

The largest unit in the Division of Student Affairs with a staff of approximately 112, Student Health & Wellness works to maintain the well-being 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, and 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. Plans for a new student health and wellness center are part of the University’s upcoming capital campaign. Such a center will be imperative in delivering world-class health services and preventative care to our students and in ensuring that safety and wellness are central to the student experience.

Housing & Residence Life

Housing & Residence Life 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 the 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.

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

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 (8 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 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 and has been involved in the successful recruitment and retention of minority students in the Medical School, taught both undergraduate and medical students, residents in psychiatry and psychology, and hospital chaplains, among others. He also has published extensively in three interrelated areas: conflict resolution and social change management; modern French and German philosophy; and child, adolescent and adult psychoanalysis.
Students come to UVA from all backgrounds and geographic locations. As already described, we serve all students – nearly 23,000 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 Graduate School of Arts & Sciences. Each of the professional schools has hired Student Affairs professionals to join their staffs, and we coordinate and collaborate with them in a number of ways.

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

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

Technology and the advent of social media have had a major impact on students’ lives prior to college and on our work once they enroll. Information and misinformation travel at lightning 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 77 offers a prime example of gaining data-informed insight into how our students’ viewpoints and behavior compare with national norms. A long-term initiative of the Higher Education Research Institute at the University of California-Los Angeles, these data come from the annual Cooperative Institutional Research Program (CIRP), which includes administration of a questionnaire to college freshmen across the country at the beginning of each fall semester. The UVA numbers reflected on the infographic are hardly surprising. Clearly, our students exceed many national norms in areas such as critical thinking and 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. Falling into this latter category are transfer students, first-generation students, low-income students, and other students who may feel different because of everything from their ethnicity to their sexual orientation.
Members of the 2016 first-year class at colleges and universities around the country said they were ready to take on classwork and research, had a lot to say about politics and were eager to engage. But they also said they were looking for support as they began their collegiate life. Below is a snapshot of responses from UVA students, and from their peers nationwide.

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

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

...And are taking action to promote change.

**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
- **80%|63%** Frequently supported their opinion with a logical argument

...And are applying complex thinking strategies.

- **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

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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 framework for student organizations

<table>
<thead>
<tr>
<th><strong>Agency</strong></th>
<th><strong>Special Status</strong></th>
<th><strong>FOA (62)</strong></th>
<th><strong>CIO (600+)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(22)</td>
<td>(Fraternal Organization Agreement)</td>
<td>(Contracted Independent Organizations)</td>
</tr>
<tr>
<td>Organizations doing the work of the University, for which we would hire staff if not for students’ service.</td>
<td>Organizations that perform designated functions for the University, for which we may hire if not for students’ service.</td>
<td>Greek-letter organizations governed by Inter-Fraternity Council, Inter-Sorority Council, Multicultural Greek Council National Pan-Hellenic Council.</td>
<td>All other student organizations. Includes club sports, interest, affinity, academic, and other organizations.</td>
</tr>
</tbody>
</table>

**Legally Part of UVA**

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

**Legally Independent from UVA**

- Includes: Honor, University Judiciary Committee, Resident Staff, UPC, Student Council (SAF)
- Examples: Class and School councils, peer education groups, University Guide Service
- Examples: Alpha Kappa Alpha, Pi Beta Phi, Beta Theta Pi, Lambda Phi Epsilon
- Examples: Black Student Alliance, Club Volleyball, Harry Potter Club

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

**Student Affairs | STUDENT SELF–GOVERNANCE**

**Legal and structural elements**

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

In the fall of 2017, more than 600 student organizations were registered with the Student Activities office. All these groups are defined by their relationship to the University, falling along a spectrum that ranges from “legally part of the University” to “legally independent from the University.”

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

Student self-governance also requires adaptable and creative professionals who can shift their approach as the nature or profile of students changes. In recent years, for example, our professionals have recognized that the current generation of students is less comfortable with risk and
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, and the social, with 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

Six-hundred and seventy-nine 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 virginiасорts.com/
FINANCIAL PROJECTIONS

Projected Revenue FY2019

Projected expenses FY2019

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).
2018-19 HIGHLIGHTS

Virginia won NCAA titles in men’s basketball and men’s lacrosse

23 UVA teams or programs with individuals representing their teams appeared in NCAA or non-NCAA postseason competition

UVA captured ACC championships in men’s lacrosse and rowing

Football participated in back-to-back bowl games for the first time since 2004-05, capturing the Belk Bowl with a 28-0 win over South Carolina

Jordan Scott became the first ACC male competitor to win the indoor national title in the triple jump

Men’s basketball captured its first NCAA title, earned a share of its ninth ACC regular-season championship and won a school-record 35 games

Men’s lacrosse won its sixth NCAA title and first since 2011

Women’s lacrosse advanced to the NCAA quarterfinals for the first time since 2014

Women’s swimming and diving finished sixth at the NCAA championships, while men’s swimming & diving placed 10th

Men’s tennis made its 14th appearance in the NCAA quarterfinals in the last 15 seasons

Men’s soccer, women’s soccer and field hockey each advanced to the NCAA Sweet 16

Rowing recorded its 21st top-10 at the NCAA championships

ATHLETICS AND ACADEMIC PERFORMANCE

<table>
<thead>
<tr>
<th>MEN</th>
<th>Number of student athletes *</th>
<th>Team GPA 2018-2019</th>
<th>Graduation Success Rate **</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASEBALL</td>
<td>35</td>
<td>2.966</td>
<td>83</td>
</tr>
<tr>
<td>BASKETBALL</td>
<td>16</td>
<td>2.797</td>
<td>78</td>
</tr>
<tr>
<td>CROSS COUNTRY</td>
<td>20</td>
<td>3.248</td>
<td>91</td>
</tr>
<tr>
<td>FOOTBALL</td>
<td>113</td>
<td>2.833</td>
<td>85</td>
</tr>
<tr>
<td>GOLF</td>
<td>10</td>
<td>3.268</td>
<td>100</td>
</tr>
<tr>
<td>LACROSSE ***</td>
<td>46</td>
<td>3.249</td>
<td>88</td>
</tr>
<tr>
<td>SOCCER</td>
<td>27</td>
<td>3.088</td>
<td>69</td>
</tr>
<tr>
<td>SQUASH</td>
<td>14</td>
<td>3.303</td>
<td>N/A</td>
</tr>
<tr>
<td>SWIMMING</td>
<td>27</td>
<td>3.268</td>
<td>97</td>
</tr>
<tr>
<td>TENNIS</td>
<td>12</td>
<td>3.318</td>
<td>100</td>
</tr>
<tr>
<td>TRACK</td>
<td>23</td>
<td>3.158</td>
<td>91</td>
</tr>
<tr>
<td>WRESTLING</td>
<td>31</td>
<td>3.024</td>
<td>92</td>
</tr>
</tbody>
</table>

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

* Based on each team’s roster on the last day of scheduled classes, May 10, 2019.

** GSR measures the 08-11 cohorts. The maximum GSR is 100. The department’s overall GSR over the last four years measured 86, 87, 90, and 92.

*** Program won an ACC championship in 2018-19.
The second-year women and men’s squash programs finished third and fourth, respectively, in the B-flight national championships.

Women’s golf finished 14th at the NCAA championships.

Tony Bennett (men’s basketball), Andres Pedroso (men’s tennis), Lars Tiffany (men’s lacrosse), and Bryan Fetzer (men’s outdoor track) earned ACC Coach of the Year honors.

UVA posted a graduation rate of 92 percent in the NCAA’s annual Graduation Success Rate for incoming student-athletes from 2008 to 2011. It is the highest mark for Virginia since the report was launched in 1998.

Seven UVA teams earned Public Recognition Awards from the NCAA for academic excellence after scoring in the top 10 percent of the most recent NCAA Division I Academic Progress Report. Teams recognized were men’s golf, women’s basketball, women’s golf, women’s lacrosse, women’s track and field, women’s swimming and diving and volleyball.

Virginia announced The Master Plan to transform the athletics precinct on North Grounds.

The demolition of historic University Hall was started in November and the building was imploded on May 25.

Virginia defeated Virginia Tech 12.5 to 9.5 in the Commonwealth Clash All-Sports competition between the two schools.

<table>
<thead>
<tr>
<th>WOMEN</th>
<th>Number of student athletes*</th>
<th>Team GPA 2018-2019</th>
<th>Graduation Success Rate **</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASKETBALL</td>
<td>10</td>
<td>2.994</td>
<td>100</td>
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<tr>
<td>CROSS COUNTRY</td>
<td>8</td>
<td>3.348</td>
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<tr>
<td>ROWING</td>
<td>60</td>
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<tr>
<td>FIELD HOCKEY</td>
<td>21</td>
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<td>79</td>
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<tr>
<td>GOLF</td>
<td>12</td>
<td>3.413</td>
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<tr>
<td>LACROSSE</td>
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<td>3.289</td>
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<tr>
<td>SOFTBALL</td>
<td>24</td>
<td>3.383</td>
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<tr>
<td>SOCCER</td>
<td>26</td>
<td>3.327</td>
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<td>SQUASH</td>
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</tr>
<tr>
<td>SWIMMING</td>
<td>30</td>
<td>3.384</td>
<td>100</td>
</tr>
<tr>
<td>TENNIS</td>
<td>11</td>
<td>3.390</td>
<td>78</td>
</tr>
<tr>
<td>TRACK</td>
<td>36</td>
<td>3.251</td>
<td>100</td>
</tr>
<tr>
<td>VOLLEYBALL</td>
<td>14</td>
<td>3.158</td>
<td>100</td>
</tr>
</tbody>
</table>

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* Based on each team’s roster on the last day of scheduled classes, May 10, 2019.

** GSR measures the 08-11 cohorts. The maximum GSR is 100. The department’s overall GSR over the last four years measured 86, 87, 90, and 92.

*** Program won an ACC championship in 2018-19.
Students, faculty, staff, patients, and visitors to Grounds require safe and secure surroundings to teach, work, provide patient care, and conduct business. In recent years, UVA has made significant investments in safety – expanding personnel, hardening physical and cyber infrastructure, and strengthening University policies and procedures.

An important step in the University’s plan to enhance safety occurred in May 2018 when UVA 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

Gloria S. Graham
Associate Vice President for Safety and Security

Gloria S. Graham was named Associate Vice President for Safety and Security when the University’s public safety functions were brought together in a single division in 2018. Graham is a veteran law enforcement official with more than 23 years of service at higher education institutions across the nation. She is responsible for planning, directing, and managing the comprehensive law enforcement, general security, workforce safety, and emergency management services for all components of the University.

Graham has operational oversight of the Department of Safety and Security, which comprises five units: Clery Act Compliance and Youth Protection, Emergency Management, Police, Threat Assessment, and Safety and Security Technology. The mission of the Department of Safety and Security is to be a partner dedicated to making the community safe for everyone. Staff within 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 resiliency and continuity of operations.

ORGANIZATION

Clery Act Compliance and Youth Protection

Gabriel Gates has served as Assistant Vice President for Clery Act Compliance and Youth Protection since 2015. 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 Clery Act crimes that may pose a serious or ongoing threat to students and employees. These notifications are issued to current students and employees via email.

To provide a safe and secure environment for minors participating in University activities and programs, UVA approved the Protection of Minors and Reporting Abuse policy effective July 1, 2019. 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.
UVA Emergency Management

Tom Berry was named Executive Director of UVA Emergency Management in 2018. Formerly known as the Office of Safety and Emergency Preparedness, the new name more accurately reflects its mission to facilitate preparedness, organize and coordinate the University’s response and recovery efforts, and maintain mitigation strategies based on the hazards that make the University most vulnerable. UVAEM develops and maintains the institution’s Critical Incident Management Plan and convenes the Critical Incident Management Team both for training and to respond to an emergency or large-scale event if necessary. The office maintains the institution’s Continuity of Operations Plan, oversees the University’s mass emergency notification system, and leads emergency planning efforts for major events. This office also oversees the Public Emergency Phones Program across Grounds and the Automated External Defibrillator Program for the academic division.

Serves almost 50,000 people daily

77 sworn police officers

63 security officers

Responded to more than 33,000 calls for service in 2018

Conducted more than 235 community policing events engaging more than 14,000 community members in 2018

484 public emergency phones across Grounds

246 Automated External Defibrillators in academic division
University Police Department (UPD)

Tommye Sutton was appointed Assistant Vice President and Chief of Police in 2018. The University Police Department (UPD) is nationally accredited and provides the same types of services as a municipal police department, as well as other services unique to an academic institution. Its statutory arrest jurisdiction includes University Grounds and adjacent streets and sidewalks. In addition, UPD participates in a mutual aid agreement with the City of Charlottesville, giving University officers concurrent jurisdiction in areas of the city that surround the University.

The police department operates 24/7 and serves approximately 50,000 people every day. University police take pride in their brand of policing based on fair, equitable, and transparent service delivery and community engagement. In the past year, the department has initiated public outdoor roll calls across Grounds, shining a light on their work and increasing visibility in the community. Similarly, police command staff who normally work behind desks regularly accompany officers on command missions, where senior police meet students and neighbors, and answer calls from the community.

UPD directs the Ambassador program at UVA. Ambassadors provide a highly visible and engaged presence in areas where students live and socialize off Grounds. The Ambassador program was implemented in 2015 to provide additional “eyes and ears” focused on safety. Ambassadors patrol on foot and bikes as well as staffing strategic stationary locations. Ambassadors are neither armed nor security; they are trained to be adept at recognizing and assisting anyone who may be at risk in public.

Threat Assessment

Ed Markowski was appointed as Director of Threat Assessment in 2018. Markowski manages the multidisciplinary Threat Assessment Team (TAT) that includes representatives from the following areas of the University: Student Affairs, Human Resources, University Counsel’s Office, Police, Equal Opportunity and Civil Rights, Counseling and Psychological Services, Faculty and Employee Assistance Program, and Patient Safety & Risk Management. The TAT is responsible for assessing, managing, intervening, and mitigating acts or threats of violence by or against faculty, staff, student, patients, visitors and others not affiliated with UVA. The TAT implements safety planning, workplace support and resources for persons either currently experiencing or at risk for violence. The office of Threat Assessment educates the community about warning signs that may precede violent or threatening behavior.

Safety and Security Technology

Technology continues to be an integral part of safety and security on Grounds. It has significantly enhanced our ability to quickly communicate emergency information to our community via text, email, outdoor sirens, and desktop messages. In 2019 we launched a safety application that allows two-way communication between our community members and local police departments anywhere they can get a cellular signal throughout the world. The team also takes the lead in designing holistic safety and security technology plans for facilities and outdoor spaces across Grounds that include access control, security cameras, and alarms.

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 2019-20

$3.7 billion

Academic Division, $1.9 billion
Medical Center, $1.8 billion
UVA-Wise, $50.5 million

INCREASES FROM THE 2018-19 FORECAST
Increase of 5.5 percent for Academic Division, 4.6 percent for Medical Center, and increase of 11.7 percent for UVA-Wise.

UVA’S NET POSITION AND TOTAL ASSETS
As of March 31, 2019 (unaudited), the University’s net position was $8.7 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 March 2018. 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.
Operating Sources - Academic Division Budget 2019-20

UVA FINANCIAL BASICS

Increase of 5.5% for Academic Division, 4.6% for Medical Center, and increase of 11.7% for UVA-Wise from 2018-19 forecast.

Auxiliaries (10%) $195.4 million
Endowment Distribution (12%) $226.2 million
State Appropriations (9%) $167.0 million
Internal Debt Service (4%) $69.6 million
Financial Aid (8%) $145.3 million
Expendable Gifts (8%) $155.1 million
Externally Sponsored Research (22%) $425.0 million

GRAPHIC SNAPSHOTS

Operating sources
Academic Division budget 2019-20

- Tuition & Fees (33%) $622.7 million
- State Appropriations (9%) $167.0 million
- Externally Sponsored Research (22%) $425.0 million
- Endowment Distribution (12%) $226.2 million
- Expendable Gifts (8%) $155.1 million
- Sales, Services & Other (17%) $316.8 million

Operating uses
Academic Division budget 2019-20

- Instruction (27%) $511.3 million
- Research & Public Service (26%) $496.2 million
- Academic Support (13%) $257.7 million
- Student Services (3%) $53.0 million
- General Administration (3%) $62.2 million
- O&M of Physical Plant (6%) $118.4 million
- Financial Aid (8%) $145.3 million
- Auxiliaries (10%) $195.4 million
- Internal Debt Service (4%) $69.6 million
20-year Comparison | Academic Budget Sources

The state appropriation decreased from 22 percent of Academic Division operating budget in FY1999-2000 to just under 9 percent in FY2019-20. During the same period, tuition & fees increased from 21 percent to 33 percent and private support (expendable gifts & endowment distribution) increased from 16 percent to 20 percent of the operating budget, demonstrating the University’s ability to generate sustained and significant resources in light of declining support from the Commonwealth. 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.

FY1999 - 2000
- Tuition & Fees (21%) $151.9 million
- Externally Sponsored Research (26%) $186.2 million
- Expendable Gifts (9%) $62.4 million
- State Appropriations (22%) $160.4 million
- Endowment Distribution (7%) $51.3 million
- Sales, Services & Other (15%) $107.7 million

FY2019 - 2020
- Tuition & Fees (33%) $622.7 million
- State Appropriations (9%) $167.0 million
- Externally Sponsored Research (22%) $425.0 million
- Endowment Distribution (12%) $226.2 million
- Expendable Gifts (8%) $155.1 million
- Sales, Services & Other (17%) $316.8 million

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.

FY1999 - 2000
- Instruction (29%) $207.5 million
- Research & Public Service (27%) $195 million
- Academic Support (12%) $83.1 million
- Student Services (2%) $14.3 million
- General Administration (6%) $45.1 million
- O&M of Physical Plant (5%) $34.3 million
- Financial Aid (7%) $52.2 million
- Auxiliaries (12%) $87.7 million

FY2019 - 2020
- Instruction (27%) $511.3 million
- Research & Public Service (26%) $496.2 million
- Academic Support (13%) $257.7 million
- Student Services (3%) $53.0 million
- General Administration (3%) $62.2 million
- O&M of Physical Plant (6%) $118.4 million
- Financial Aid (8%) $145.3 million
- Auxiliaries (10%) $195.4 million
- Internal Debt Service (4%) $69.6 million
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.

To date, the Board has committed a total of $628.6 million toward 45 different projects. Several of these awards, including the Bicentennial Scholars Fund and the Bicentennial Professors Fund, were structured to enable the University to attract philanthropic support by offering matching funds.

The Board established the Bicentennial Scholars Program in December 2016 with a $100 million investment and committed an additional $100 million to replenish matching funds in August 2018. Since the initial investment from SIF, the Bicentennial Scholars Fund has attracted $153.4 million in philanthropic support, creating a permanent, sustainable endowment for AccessUVA, the University’s financial aid program. These investments from the SIF and donors will continue the University’s tradition of affordability and access for qualified students from all walks of life.

The SIF also has been used to create a sustainable source of faculty support. Endowed professorships enable UVA to recruit the most dynamic and distinguished faculty, driving research and collaboration at the University. In December 2017, the Board approved a SIF investment of $75 million in the Bicentennial Professors Fund to match philanthropic support for endowed professorships.

In December 2018, the Board allocated an additional $75 million to replenish the matching funds. As of June 6, 2019, these investments have attracted $121.3 million in philanthropic support. With the SIF investment and donor support, the University stands on firm footing to continue a tradition of faculty excellence in its third century.
The University of Virginia Investment Management Company (UVIMCO) provides investment management services to the Rector and Visitors of the University of Virginia and the University’s related foundations. UVIMCO invests the endowment and other long-term funds held by the University and its related foundations in a Long Term Pool, approximating $9.4 billion as of May 31, 2019.

UVIMCO’s primary investment objective is to maximize the long-term, inflation-adjusted return of the Long Term Pool within the risk tolerance of the University. UVIMCO actively manages the Long Term Pool in a manner carefully designed to provide a substantial and growing stream of income to support the University and its related foundations while preserving for future generations the purchasing power of their long-term investment assets. Over the past decade, UVIMCO’s active management of the Long Term Pool added approximately $1.1 billion (as of June 30, 2018) to the University’s long-term funds beyond the amount that would have been earned by investing in a passive benchmark portfolio. UVIMCO also manages a Short Term Pool for University and foundation funds with near-term liquidity needs.

LEADERSHIP

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

See www.uvimco.org for a full UVIMCO Board list and additional information.
**Long Term Pool Asset Allocation**

**AS OF MAY 31, 2019**

- **28.5%** Public Equity
- **20.3%** Long/Short Equity
- **19.1%** Private Equity
- **12.5%** Marketable Alternatives & Credit
- **4.8%** Real Estate
- **5.6%** Resources
- **9.2%** Fixed Income & Cash

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**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.

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**Long Term Pool Shareholder Summary**

**AS OF MAY 31, 2019**

- **$9.4 billion**

---

**Long Term Pool: $9.4 billion**

- UVA endowment 52.1%
- UVA Strategic Investment Fund 23.6%
- UVA-related foundations 21.7%
- Other long-term assets 2.6%

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**Shareholder Summary**

- **Long Term Pool: $9.4 billion**
- **Other long-term assets 2.6%**
- **UVA-related foundations 21.7%**
- **UVA Strategic Investment Fund 23.6%**
- **UVA endowment 52.1%**

---

**Performance**

<table>
<thead>
<tr>
<th>As of May 31, 2019</th>
<th>Market Value</th>
<th>Annualized</th>
<th>FYTD May-19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Millions</td>
<td>%</td>
<td>1 YR</td>
</tr>
<tr>
<td>Long Term Pool</td>
<td>9,367</td>
<td>100.0</td>
<td>4.7</td>
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<tr>
<td>Policy Benchmark</td>
<td>100.0</td>
<td></td>
<td>3.1</td>
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<tr>
<td>Equity</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Public</td>
<td>2,661</td>
<td>28.4</td>
<td>2.7</td>
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<tr>
<td>Long/Short Equity</td>
<td>1,904</td>
<td>20.3</td>
<td>(2.4)</td>
</tr>
<tr>
<td>Private</td>
<td>1,787</td>
<td>19.1</td>
<td>26.2</td>
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<tr>
<td>Total Equity</td>
<td>6,353</td>
<td>67.8</td>
<td>7.0</td>
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<tr>
<td>MSCI All Country World Equity</td>
<td>60.0</td>
<td>(0.8)</td>
<td>9.7</td>
</tr>
<tr>
<td>Real Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>452</td>
<td>4.8</td>
<td>4.0</td>
</tr>
<tr>
<td>Resources</td>
<td>527</td>
<td>5.6</td>
<td>(8.2)</td>
</tr>
<tr>
<td>Total Real Assets</td>
<td>979</td>
<td>10.4</td>
<td>(3.2)</td>
</tr>
<tr>
<td>MSCI Real Estate</td>
<td>10.0</td>
<td></td>
<td>14.1</td>
</tr>
<tr>
<td>Fixed Income, Cash &amp; MAC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable Alternatives &amp; Credit</td>
<td>1,166</td>
<td>12.5</td>
<td>0.4</td>
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<tr>
<td>Fixed Income</td>
<td>660</td>
<td>7.0</td>
<td>5.9</td>
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<tr>
<td>Cash &amp; Currency</td>
<td>204</td>
<td>2.2</td>
<td>2.1</td>
</tr>
<tr>
<td>Total Fixed Income, Cash &amp; MAC</td>
<td>2,030</td>
<td>21.7</td>
<td>1.9</td>
</tr>
<tr>
<td>Bloomberg Barclays Aggregate Bond</td>
<td>30.0</td>
<td>3.0</td>
<td>6.5</td>
</tr>
<tr>
<td>Long Term Pool Overlays</td>
<td>5</td>
<td>0.1</td>
<td>(0.0)</td>
</tr>
</tbody>
</table>
Led by Senior Vice President John Jeffries and Vice President Mark Luellen, University Advancement has 240 employees and a $39.1 million operating budget, which includes $7.8 million allocated to Health System Development and a $13.3 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.

Fundraising snapshot Through June 11, 2019, the University had raised $681 million in total commitments, which include new gifts and pledges as well as new future support for all areas across Grounds. This total is an increase of 49 percent over the previous fiscal year’s total commitments through the same period. It represents the most successful fundraising year in the institution’s history. The chart below illustrates the University’s fundraising performance over the past five years.
**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**  
Mark Luellen came to the University of Virginia in May 2014 from The Pennsylvania State University where he first served as associate director of development for the College of Liberal Arts before being promoted to director of major gifts and finally to director of alumni relations, communications, and development for the College of the Liberal Arts in 2009.

**UNIVERSITY ADVANCEMENT**

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

**FUNDRAISING ORGANIZATIONS**

UVA boasts an array of fundraising and advancement teams – with more than 500 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, 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
The quiet phase of UVA’s current capital campaign began in the summer of 2017, and the public launch is scheduled for October 11-13, 2019. In June 2018, the UVA Board of Visitors approved an initial campaign goal of $5 billion, with a projected campaign completion date of June 30, 2025. Recent and ongoing campaign-related initiatives led by University Advancement include:

- **Securing** $2.5B+ in total commitments prior to campaign public launch.
- **Planning** and executing the public launch of the campaign on Grounds and in key markets.
- **Enlisting** and activating campaign leadership boards at the School and University levels.
- **Cultivating** donor interest around initiatives in the new strategic plan, and securing gifts that fund those initiatives.

**HONOR THE FUTURE CAMPAIGN**

**UNIVERSITY ASSOCIATED ORGANIZATIONS**

**Formerly known as University-Related Foundations**

**Summary**

Twenty-five 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 served UVA well but over time became dated and increasingly out of step with the current matrix of UAO relationships. As a result, 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 ASSOCIATED ORGANIZATIONS

### University Representatives to UAO Boards

<table>
<thead>
<tr>
<th>Organization</th>
<th>BOARD’S 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>M. Elizabeth Magill</td>
</tr>
<tr>
<td>Alumni Board of Trustees of the University of Virginia Endowment Fund</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>Vacant</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>Vacant</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>James H. Bowles Jr., M.D.</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 Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Physicians Group</td>
<td>Babur B. Lateef, M.D.</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>University of Virginia Foundation</td>
<td>Kevin J. Fay</td>
<td>Jennifer Wagner Davis</td>
</tr>
<tr>
<td>UVA Health Foundation</td>
<td>L.D. Britt, M.D., 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 engage executive leadership and the Board of Visitors at various points throughout the process. The Buildings and Grounds Committee determines whether a project should be added to the multi-year capital plan, and the Finance Committee evaluates whether there is a sound financing plan to pay for the estimated project cost and operating costs once a project is complete. The revised multi-year capital plan is presented annually to the Board of Visitors for approval in June.

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 each major capital project. In addition, approximately one year after completion of a building project, the Office of the Architect conducts a post-occupancy evaluation, a high-level summary of which is shared with the Board of Visitors, to assess how well a building matches occupants’ needs and to identify ways to improve design, construction, operation, and user satisfaction of future buildings.
In accordance with the capital planning process, the University updates the Capital Plan annually to add new projects, remove projects that are no longer a priority, and prioritize projects using the following criteria:

**Responds** to a legal, compliance, or regulatory mandate; addresses a life safety risk

**Addresses** more than one function/unit

**Aligns** with the strategic goals of the University

**Provides** value to the customer

**Improves** current conditions

**Complies** with current land use master plans

**Presents** a viable funding plan

In June 2019, the Board of Visitors approved the 2019 Multi-Year Capital Plan (http://svpo.virginia.edu/capplan) for the Academic Division, Health System, and UVA’s College at Wise, totaling nearly $3.5 billion. The plan includes projects costing $5 million or more that are already under construction and in planning, as well as projects expected to be initiated within the next six years.
2019 Major Capital Plan by Project Type

**LAND-USE AND SPACE NEEDS**

*In addition* to projects included in the 2019 Major Capital Plan, the University is engaged currently in, or will be initiating, several land-use planning and space needs studies that will inform future capital projects:

- Engineering Integrated Space Plan
- Ivy Gardens Redevelopment
- Observatory Hill Dining Hall Expansion
- Parking and Transportation Replacement Facility
- Public Safety Space Needs
Historical Capital Construction Expenditures 2010-2019

(Figures In Millions)

Since FY2010, capital construction expenditures – construction, renovation, infrastructure, maintenance reserve, and acquisitions – across all three divisions total $2.7 billion ($1.5 billion for the Academic Division, $1.1 billion for the Health System, and $109 million for the College at Wise), averaging nearly $270 million each year.
Infrastructure & Service by the numbers

FACILITIES

3,270 acres (1,195 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 $5.1 billion. (Figures may change after July 1).

309: Buildings in the Academic Division (including the Medical School, Nursing School, and Health Sciences Center Library). Of those, 73% are more than 30 years old.

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

855,053 assignable square feet of research labs and research lab service.

312,394 assignable square feet of classroom space.

UTILITIES

6.27 miles of utility tunnels

207 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.

1.5 million pounds of surplus property from the landfill (more than 21,000 items) diverted during the first year of operation for the UVA ReUSE Store.

IT

52,793 active faculty, staff, and student accounts.

11,166 active sponsored accounts (foundation employees, contractors, volunteers, etc.).

6,400 WiFi access points.

95,000 WiFi devices connecting daily.

27,000 phones serviced by ITS.

52,000,000 calls handled in 2018.

1,000,000,000 unique emails processed in 2018.
2,422,000 email messages received daily (2018 average).

1,545,000 incoming emails detected daily as spam (2018 average).

12,950,900 daily attacks blocked by our intrusion protection system/firewalls in 2018.

**DINING SERVICES**

8,912 students on meal plans.

24 dining locations on Grounds.

1.68 million residential meals served.

4,256 catered events, serving 300,000+ people.

630,000 people served through concessions program.

40,000 single-use cups diverted through the Fill it Forward program over two years.

642,000 lbs. of food waste diverted from the landfill through compost collection.

1,400+ lbs. of food donated to both the Student Food Pantry and the Blue Ridge Area Food Bank.

**HOUSING**

6,820 student beds, with undergraduate occupancy of 98% and graduate occupancy of 95%.

313-bed apartment-style upperclass residence hall, Bond House to open in fall 2019.

350-bed apartment-style upperclass residence hall on Brandon Avenue set for a 2022 opening.

79 faculty/staff beds; currently housing 32 faculty and 45 staff or visitors with 95 percent occupancy.

**UVA BOOKSTORES & CAVALIER COMPUTERS**

31,000+ textbooks offered.

25,000 Text rentals providing $560,000 student savings.

50,000+ customers served with NCAA Basketball Championship merchandise offerings.

16,800+ University Departmental special orders processed.

3,500+ computers and cell phones serviced.

7,200 computers and computer-related products purchased on behalf of University departments.

3,000 computer related items purchased by faculty and staff.

$14 million in endowments from Bookstore and Cavalier Computers to support Access UVA and academic excellence.

**PRINTING & COPYING SERVICES**

3 full-service copy centers.

800+ 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.

570+ trees planted during 2018-19 in an effort at achieving paper neutrality through the Print Releaf program, a collaborative student advocated effort.

**MAIL SERVICES**

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

$200,000 cost savings generated annually.

**UNIVERSITY ID CARD OFFICE**

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

7,000+ Academic Division locks and door access managed.

**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.

241 in-ground plots and 519 columbaria vaults remain available for sale as of June 2019.
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.
UVA-Related Startup Profiles

371,000 Jobs at Virginia companies founded or directly supported by UVA alumni
$160 million raised in equity funding by Virginia companies founded by UVA alumni
Over 35 UVA-related startups in Charlottesville

Commercializing Technology

The UVA research enterprise generated $470 million in total expenditures with $393.8 million in sponsored research awards. (FY18)

The UVA Licensing & Ventures Group (LVG) manages intellectual property and technology commercialization for UVA’s research portfolio. LVG solicited and/or received 213 invention disclosures from UVA faculty, staff, and students; executed 77 commercial transactions; issued a record 59 US patents; and launched three new ventures. (FY18)

The $10 million UVA LVG Seed Fund supports new ventures emerging from the UVA portfolio. To date, the UVA LVG Seed Fund has deployed $2.9 million across seven companies with one exit.

The UVA Health System Venture Fund managed by UVA LVG as deployed $6.175 million across five companies to date. Proof of concept funds ($2+ million per year) established by UVA accelerate translational research projects.

The Batten Institute at the UVA Darden School of Business administers regional business accelerator programs, providing staff, funding, and dedicated workspaces - such as the W.L. Lyons Brown III Innovation Laboratory (i.Lab) - to support early-stage entrepreneurs and new ventures. To date, the Institute has granted more than $1.5 million to over 275 companies and 500 individual founders, which have raised over $150 million in subsequent venture funding.

UVA’s NSF I-Corps program introduces STEM scientists and engineers to customer discovery training that helps determine commercialization potential of academic discoveries.

Talent Pipeline

Enrollment in computational science programs at UVA increased substantially over the past five years. Computer science graduate enrollment doubled and undergraduate enrollment increased by 50%. A new school of data science will provide degree programs and certificates to address industry need for data science skills.

Internships provide novel connections to companies across Virginia. UVA Career Services integrates internship programs with targeted industry sectors.

New Models

UVA supports the state in advancing new models for economic growth that leverage public-private partnerships.

UVA, GMU, and INOVA are collaborating with the Commonwealth on the Global Genomics and Bioinformatics Research Institute (GGBRI) in Fairfax to improve the health of Virginians. Private industry and additional Virginia institutions of higher education are invited to participate. In early 2021, the first class of UVA Clerkship students will begin their training at the UVA School of Medicine - INOVA campus, under the authority of UVA as an LCME-approved Regional Campus.
UVA’s Biocomplexity Initiative is creating research collaborations among engineers, clinicians, and social and basic scientists to drive the future of human health, habitat, and well-being.

UVA is a partner in the Commonwealth Cyber Initiative (CCI), collaborating with VCU and other universities to spur growth in the cybersecurity sector.

UVA is partnering with VT, VCU, and VSU to locate additional faculty and graduate students on site at the Commonwealth Center for Advanced Manufacturing (CCAM) to drive additional industry and to secure additional federal research.

A newly developed faculty database will help industry connect with academic expertise. Additional universities across the state have been invited to participate.

UVA, UVA-Wise, GMU, VT, and other universities are working together to address the opioid crisis.

Rural Growth

UVA Professor Michael Timko is working with 22nd Century Group to generate elite varieties of hemp plants with commercially useful characteristics. Development of successful plant varieties could advance the industrial hemp market in the Commonwealth and provide new markets for farmers in rural Virginia.

Fermata Energy is leveraging UVA research to create electric vehicles (EVs) that provide energy storage services to the power grid, generating profit while parked. The company has a demonstration project in Danville, where they plan to manufacture advanced EV chargers. Fermata has a partnership with Nissan as a leader in the Vehicle-to-Grid industry.

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

**DexCom, Inc.** is the leader in continuous glucose monitoring for people with diabetes, recently acquired **TypeZero Technologies, Inc.**, a digital health company revolutionizing the management of Type 1 and Type 2 diabetes. TypeZero’s products include software for automated insulin delivery systems, technology based on decades of research across disciplines at UVA. The company will remain in Charlottesville as part of DexCom.

**TearSolutions**, a faculty spinout from UVA Professor Gordon Laurie’s research, developed a first-in-class therapy to target the causes of dry-eye disease using the synthetic form of the protein lacritin.

Jobs

**Everactive**, formerly PsiKick, is pioneering wireless, batteryless Internet of Things systems based on foundational research created at UVA. The company recently closed a $30 million funding round, and has raised $63 million since its inception in 2013.

**Mission Secure, Inc.** is a leading control system cybersecurity company emanating from UVA Professor Barry Horowitz’s work that serves the oil, gas, power, transportation, and defense industries. The patented “MSi Platform” mitigates cyberattacks and delivers visibility, protection, and corrective capabilities that maintain safe and reliable operations.

Lasting Impact

**PALS**, or Phonological Awareness Literacy Screening, is the state-supported screening tool guiding the early detection and intervention of reading difficulties. Under the legislative mandate of Early Intervention Reading Initiative (EIRI), it is used by 131 out of 132 Virginia school divisions. PALS supports the EIRI initiative, and its technological and administrative infrastructure has been leveraged to support the Virginia Kindergarten Readiness Program and in attaining a $9.9 million federal Preschool Development Grant.

**Virginia College Advising Corps** (VCAC) connects first-generation students with all postsecondary options including technical training, community college, and university, and is active in Virginia’s most-rural communities.
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 2018-19, UVA provided approximately $143 million in need-based financial aid from all sources to undergraduate students through its financial aid program, AccessUVA.

34 percent of undergraduate students had need.

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

66 percent of our undergraduate students graduate with no debt; Of the 34 percent of students who graduated with debt in 2018, the average need-based debt was $11,159 for in-state undergraduates and $17,467 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 $22,706 and for out-of-state students, it is $29,767.

Bicentennial Scholars Program

The Board of Visitors established the Bicentennial Scholars Program in December 2016 to incentivize philanthropy for scholarships and to begin to create a permanent, sustainable endowment for AccessUVA, the University’s financial aid program. With an initial investment of $100 million from the Strategic Investment Fund (SIF), the Bicentennial Scholars Program matched philanthropic commitments designated for new endowed scholarships. The Board committed an additional $100 million investment in the program in September 2018. This will continue the University’s tradition of affordability and access for qualified students from all walks of life.

Tuition

Each year, the University proposes tuition rates to the Board of Visitors for approval, keeping increases as low as possible to minimize impact on students while sustaining academic excellence across the Grounds. In April 2019, the Executive Committee of the Board of Visitors voted to roll back a previously approved 2.9 percent in-state undergraduate tuition increase for 2019-20 and maintain the 2018-19 rate for the upcoming 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.
Sustainability at UVA is highly collaborative with students, faculty, staff, and alumni working together via dozens of committees, working groups, departments, and organizations. Together, in 2016, we launched UVA's first Sustainability Plan with 23 goals and over 100 actions. The UVA 2016-2020 Sustainability Plan, which was funded with $3 million of central funding over four years has been instrumental in strategic planning as well as catalyzing pan-University stewardship, engagement, teaching, and research.

In 2011, the University set a goal to reduce its greenhouse gas emissions 25% below 2009 levels by 2025. In 2017, UVA published an updated Greenhouse Gas Action Plan to accelerate work to meet its greenhouse gas goal. UVA also significantly increased renewable energy within its electricity portfolio by purchasing 100% of the output of two utility-scale solar power projects. These two projects generate enough solar power to offset 21% of UVA's electricity consumption and reduce 32,000 MTCDE of greenhouse gas emissions annually. On Grounds, solar panels have been installed on Clemons Library (126 kW), Skipwith Hall (15 kW), Ruffner Hall, the UVA Bookstore (394 kW), and Ivy Stacks (191 kW). This year, UVA was named the EPA Green Power Champion of the Atlantic Coast Conference for the highest total renewable energy portfolio in the ACC.

In 2018, UVA earned a STARS Gold rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE). During the Spring of 2019, the City of Charlottesville, Albemarle County, and UVA launched Climate Action Together, a collaborative outreach effort that aims to engage and inform the community as each entity begins to update its greenhouse gas reduction targets and develop climate action plans.

For more detail on sustainability programs, initiatives, and progress at UVA, including the UVA Sustainability Annual report, visit: sustainability.virginia.edu
Steward  As of 2018, UVA has reduced greenhouse gas emissions almost 17% despite growth in building square footage and population. The energy use intensity of UVA’s buildings has been reduced by 13% since 2010. Since its inception in 2009, Delta Force, UVA’s internal retro-commissioning team has saved $25.6 million dollars and avoided over 180,000 tons of greenhouse gas emissions through energy conservation projects in UVA buildings.

Engage  UVA Sustainability holds over 90 events annually. Programs such as Sustainability Advocates, Sustainability Partners, the Sustainability Alumni network, and over 30 student sustainability-related CIOs increase awareness and action across the UVA community.

In October 2018, the UVA Bicentennial Sustainability Leadership Summit featured a pan-University series of events to showcase the breadth of UVA’s interdisciplinary work in sustainability. The Summit hosted over 600 guests over the course of four days with breakout sessions, and over 60 speakers.

Discover  With Sustainability Plan funding, 27 new sustainability courses have been created and 40 research grants have been awarded since 2017. This year, the Teaching and Research Subcommittee awarded 18 inaugural Sustainability Internship grants through the University Career Services Parents Fund Internship Grants program. These $3,000 grants will help support 2nd, 3rd, and 4th year UVA undergraduate students who have been hired for unpaid, sustainability-focused summer internships across the world. The Environmental Resilience Institute continues to develop innovative programs and recently launched a Water Futures Initiative.
The University of Virginia’s leadership role in environmental stewardship and broader social and economic sustainability issues has evolved and expanded over the years with significant acceleration over the past decade. The draft UVA 2030 Strategic Plan underscores sustainability as an important aspect of being both a great and good university. Building upon successes to date and with a focus on leadership, innovation, and alignment with the UVA Strategic Plan, a new 2020-2030 Sustainability Plan is being developed by the UVA Committee on Sustainability.

UVA is expected to meet its current carbon goal of 25% below 2009 levels ahead of schedule. This is due to investments made in energy efficiency work, utility scale solar, innovations in technology, and similar initiatives.

UVA will commit to new goals and accelerate existing goals and strategic actions that deepen our leadership in all realms of sustainability: serving our community (Engage); living our values (Steward); and global impact through curriculum and research across humanities, STEM, ethics, governance, policy, law, and health (Discover). These new goals will contain strategic initiatives in institutional accountability, and strengthen partnerships, accelerate collaborative initiatives to advance sustainable, equitable, healthy places for all, minimize our environmental impacts (nitrogen, water, waste, food, etc.), enhance teaching and research, and use the Grounds as a learning tool.

As a top ranked public university moving into its third century, it is imperative that the University of Virginia demonstrate bold leadership in addressing sustainability challenges, particularly climate change, across the interconnected areas of research, teaching, operations, service, and community engagement. This includes science, technology, engineering, design, humanities, ethics, governance, business, law, policy, public health, and other discovery areas; our Grounds for learning and research; our practice as it relates to our own use of fossil fuels, water, materials, and other resources; and service to our community, the Commonwealth, and beyond.

Finding solutions to environmental challenges is increasingly transdisciplinary with the most impactful discoveries spanning boundaries of disciplines and approaches. UVA has a competitive advantage in this respect. Our size, physical adjacencies of all 12 schools, and shared faculty and resources among schools facilitates deep and sustained collaborations. By weaving these areas into our next comprehensive plan for sustainability, we will be able to maximize our impact in addressing pressing global challenges and will lead by example in our own practice on Grounds.

UVA sustainability initiatives support much of the UVA Strategic Plan, particularly enhancing the student experience, preparing students to be servant-leaders, being a strong partner and good neighbor with the region, strengthening alumni engagement, preparing citizen leaders, and enabling discoveries that enrich and improve lives.

As part of UVA’s goal of cultivating the most vibrant community in higher education, UVA commits to being a community that consistently lives its values, to “both study and be accountable as an institution to address pressing societal challenges, including environmental sustainability, social mobility, educational inequities, and health disparities.” Sustainability is specifically noted in two of the Plan’s ten Key Initiatives. Under Pathways to Research Preeminence the plan notes Environmental Resilience and Sustainability as one of the five priority areas. Under the Good Neighbor Program, the Plan notes “In partnership with our neighbors in Charlottesville and surrounding counties, we will work toward being a just and sustainable community... We will set ambitious sustainability goals and develop a realistic plan to meet them, including an improved transportation system.”

sustainability.virginia.edu