

HIRING AND STAFFING AT UVA

BOARD OF VISITORS MEETING, SEPTEMBER 2022



SCOPE OF CHALLENGE AT UVA

- In the Academic Division, higher than usual turnover and vacancy rates in key positions directly responsible for delivering services on-site, including facilities management, administrative support staff, research administrators, and technical support staff
 - January 2017: turnover rate of 7.7%; July 2022: turnover rate of 14.9% (does not include faculty)
- UVA Health facing similar challenge with front-line (patient-facing) positions, from ambulance drivers to medical assistants to nurses
 - Typical turnover rate is 10-12%; currently 20% with around 1,000 vacant positions
 - Pre-pandemic: about 100 traveling nurses; now reliant on around 700 traveling nurses

PRIORITIES FOR 2022-2023

JAMES E. RYAN, PRESIDENT



Priorities for 2022-23

1. Protect and Promote Health and Safety of Community

- a. Continue to monitor Covid and Monkeypox
- b. Create recession contingency planning group
- c. Continue to work with UPD/Ambassadors to ensure safety of community
- d. Support ongoing efforts to address mental health issues

2. Advance Key Initiatives of 2030 Strategic Plan

- a. Emmet-Ivy Development (landscape, School of Data Science, Hotel/Conference Center, Democracy Institute, Performing Arts Center)
- b. Biotech Institute
- c. NOVA and Online Education
- d. Citizen leader initiatives (including 2nd year housing and public service pathways)
- e. Good Neighbor initiatives (including affordable housing and sustainability)
- f. Success UVA (including student advising, Cavalier Opportunity Fund)

3. Advance the Honor the Future campaign

- a. Reach \$4.6B mark by end of fiscal year
- b. Focus on key priorities: biotech institute, scholarships, Cavalier Opportunity fund, arts center, university professorships, Olympic Sports Center, entrepreneurship

4. Identify Next Round of SIF Investments, Focused On:

- a. Matching funds for scholarships and faculty chairs
- b. Grand challenges investments, including Biotech
- c. Teaching innovations
- d. Research infrastructure

5. Advance Key Initiatives Related to Diversity, Equity, and Inclusion

- a. Continue faculty, staff, and student diversity efforts
- b. Create and/or enhance programming focused on conversations across lines of difference, including political and ideological

6. Recruit, Retain, and Foster the Best Team in Higher Education

- a. Help onboard new deans for Education, Nursing, Arts & Sciences, and SCPS
- b. Work to retain key talent and take advantage of deep expertise

7. Assist UVA Health

- a. Foster new partnerships
- b. Support completion and implementation of strategic plan

8. Assist UVA Wise in Implementing Strategic Plan

9. Alumni and External Relations

- a. Connect with alumni in Boston, Nashville, Chicago, Greenwich, Nantucket, and London, and at events at Carr's Hill, JPJ, and Scott Stadium
- b. State and Federal Relations
- c. Board work, including: AGB Council of Presidents; NCAA Division I Presidential Forum; ACC Board of Directors (continue discussions around NIL, transfer portal, and conference realignments); Southwest Virginia Higher Education Center; and Virginia Business Higher Education Council.
- d. Continue to speak and write about key topics, including free speech and democracy-related work at UVA

10. Engage with UVA Community, Including Students, Faculty, and Staff

- a. Lunches, receptions, dinners at Carr's Hill
- b. Arts on the Hill
- c. Runs with Jim
- d. Democracy Dialogues
- e. Lunches on the Lawn
- f. Jeffersonian Dinners
- g. Living Honor
- h. Faculty and Staff Senate meetings
- i. Meetings with student leaders
- j. Launch Student Advisory Council
- k. Inside UVA podcasts

Priorities for 2022-23

1. Protect and Promote Health and Safety of Community

- a. Continue to monitor Covid and Monkeypox
- b. Create recession contingency planning group
- c. Continue to work with UPD/Ambassadors to ensure safety of community
- d. Support ongoing efforts to address mental health issues

2. Advance Key Initiatives of 2030 Strategic Plan

- a. Emmet-Ivy Development (landscape, School of Data Science, Hotel/Conference Center, Democracy Institute, Performing Arts Center)
- b. Biotech Institute
- c. NOVA and Online Education
- d. Citizen leader initiatives (including 2nd year housing and public service pathways)
- e. Good Neighbor initiatives (including affordable housing and sustainability)
- f. Success UVA (including student advising, Cavalier Opportunity Fund)

3. Advance the Honor the Future campaign

- a. Reach \$4.6B mark by end of fiscal year
- b. Focus on key priorities: biotech institute, scholarships, Cavalier Opportunity fund, arts center, university professorships, Olympic Sports Center, entrepreneurship

4. Identify Next Round of SIF Investments, Focused On:

- a. Matching funds for scholarships and faculty chairs
- b. Grand challenges investments, including Biotech
- c. Teaching innovations
- d. Research infrastructure

Priorities for 2022-23 (continued)

5. Advance Key Initiatives Related to Diversity, Equity, and Inclusion

- a. Continue faculty, staff, and student diversity efforts
- b. Create and/or enhance programming focused on conversations across lines of difference, including political and ideological

6. Recruit, Retain, and Foster the Best Team in Higher Education

- a. Help onboard new deans for Education, Nursing, Arts & Sciences, and SCPS
- b. Work to retain key talent and take advantage of deep expertise

7. Assist UVA Health

- a. Foster new partnerships
- b. Support completion and implementation of strategic plan

8. Assist UVA Wise in Implementing Strategic Plan

9. Alumni and External Relations

- a. Connect with alumni in Boston, Nashville, Chicago, Greenwich, Nantucket, and London, and at events at Carr's Hill, JPJ, and Scott Stadium
- b. State and Federal Relations
- c. Board work, including: AGB Council of Presidents; NCAA Division I Presidential Forum; ACC Board of Directors (continue discussions around NIL, transfer portal, and conference realignments); Southwest Virginia Higher Education Center; and Virginia Business Higher Education Council.
- d. Continue to speak and write about key topics, including free speech and democracy-related work at UVA

10. Engage with UVA Community, Including Students, Faculty, and Staff

- a. Lunches, receptions, dinners at Carr's Hill
- b. Arts on the Hill
- c. Runs with Jim
- d. Democracy Dialogues
- e. Lunches on the Lawn
- f. Jeffersonian Dinners
- g. Living Honor
- h. Faculty and Staff Senate meetings
- i. Meetings with student leaders
- j. Launch Student Advisory Council
- k. Inside UVA podcasts