



THE RECTOR AND VISITORS OF THE
UNIVERSITY OF VIRGINIA

August 14-15, 2016

Members of the Board of Visitors of the University of Virginia met for new member orientation and in retreat at the Boar's Head Inn in Charlottesville, Virginia on Sunday and Monday, August 14-15, 2016; William H. Goodwin Jr., Rector, presided.

Sunday, August 14

New Member Orientation

An orientation of new members of the Board of Visitors began at 11:40 a.m. Participating members of the Board included Rector Goodwin, Vice Rector Frank M. Conner III, Elizabeth M. Cranwell, Thomas A. DePasquale, Barbara J. Fried, Frank E. Genovese, Babur B. Lateef, M.D., James B. Murray Jr., faculty representative Nina J. Solenski, M.D., and student representative Phoebe A. Willis.

Also attending the orientation were Teresa A. Sullivan, Patrick D. Hogan, Thomas C. Katsouleas, Richard P. Shannon, M.D., Susan G. Harris, David W. Martel, Debra D. Rinker, Nancy A. Rivers, Gregory W. Roberts, Roscoe C. Roberts, and Farnaz Thompson.

At their places, the new members and other participants in the session were provided written materials on the orientation presentations and a copy of the University's Code of Ethics.

Rector Goodwin welcomed the new members and gave opening remarks. He emphasized the importance of member participation in meetings. He said all members are welcome to attend all committee meetings even if they do not sit on the committee.

President Sullivan gave a short history of the University, remarking on its rocky start and several historical periods when UVA came perilously close to folding. She then spoke about some of the big issues the Board will be dealing with over the next few years. She called these issues the "whales in our pool", i.e. those matters that UVA must tackle. The current "whales" are intergenerational turnover of faculty and administrators, including how to inculcate new members of the community in the University's unique culture; alcohol and substance abuse and other mental health issues facing our students; and health care reform and its effects on the University.

"Large fish", on the other hand, include the 10-year reaccreditation underway by the Southern Association of Colleges and Schools (SACS), enrollment strategy, and bicentennial plans and the Campaign for the Third Century--the University's future capital campaign. She said a strategy around enrollment must be addressed because the current plan, adopted in 2010, concludes in fall 2017. The University's bicentennial will be celebrated beginning in October 2017 until 2026, but primarily focused on 2017 when the first cornerstone was laid to build the University, and 2019, the 200th anniversary of the University's founding. President Sullivan provided an opportunity for participants to ask questions.

The Executive Vice President and Chief Operating Officer Patrick Hogan provided a portfolio overview and reviewed the University's financial position in some detail. He said UVA is financially sound because of a growing endowment and increasingly efficient and effective operations as well as a strategic investment fund, all of which allow for funding of the University's Academic Division and Medical Center strategic plans. He said the size of the endowment is a little misleading, however, because most of the funds are restricted by donors to specific purposes. UVA's financial strength is reflected in its triple A bond rating from the three rating agencies; the University is just one of three public universities in the country to receive the highest rating from all three agencies.

Mr. Hogan focused on UVA's diverse revenue base and its Organizational Excellence program, which has a goal of achieving \$150 million of savings and efficiencies over seven years (2015-2022). He pointed out that the Medical Center does not get any funding from the state General Fund.

Mr. Hogan explained the purpose of the Strategic Investment Fund, which was established by the Board of Visitors at the February 2016 regular meeting, and spoke briefly about the University's capital program, including expenditures on capital construction over the past ten years. He concluded with a UVA "report card" of national rankings regarding affordability, quality, student debt, and return on investment. He said UVA is a "strong brand".

Mr. Thomas Katsouleas, Executive Vice President and Provost, explained the Provost's roles and responsibilities, including appointing deans of the schools, overseeing faculty hiring, and overseeing tenure decisions. Also in his portfolio are academic planning; global, arts, and outreach activities; and the University's academic budget.

Mr. Katsouleas said faculty hiring is one of the big issues currently. He explained the predictions of generational turnover and spoke about cluster (strategic) and targets of opportunity (TOPS--opportunistic) hiring plans. Both require substantial funds for

startup costs. He said faculty diversity is important and a consideration in hiring decisions.

Mr. Katsouleas reviewed the University's strategy for investment in research in some detail, and spoke about the Pan-University Institute program, which brings together faculty from different schools who are working in a particular area. Two Pan-University Institutes have been approved, in Data Sciences and in studying the brain (UVA Brain Institute). He said more are on the horizon, and these are designed to sunset at some point in the future when the issues they are addressing are no longer at the forefront. He said research is not a money-making venture; the University engages in it as part of its mission. Academic research attracts quality faculty and students, and benefits society.

Mr. Katsouleas also spoke briefly about the Course Design Institute (CDI) which focuses on learner-centered pedagogy, and he concluded with a list of his current priorities.

Dr. Richard Shannon, Executive Vice President for Health Affairs, spoke about the UVA Health System. He said the Health System derives strength from being part of one of the world's greatest public universities. He gave an overview of the various entities within the Health System, which include the Medical Center, the School of Medicine, the Claude Moore Health Sciences Library, Ambulatory Services, and other entities.

Dr. Shannon said the Health System goals are to become the safest place to receive care, to be the healthiest work environment, to provide the highest level of clinical care, to generate biomedical discovery that better the human condition, to train the health care workforce of the future in teams, and to ensure value-driven and efficient stewardship of resources. He reviewed notable achievements in 2016 include ranking as the number one hospital in Virginia and providing the first pediatric liver transplant in Virginia. He said UVA is the only place in Virginia that does all solid organ transplants for both adults and children. He sees the Medical Center achieving top 10 status in certain specialties: Cancer, Diabetes, Biomedical Engineering, and Infectious Disease.

Dr. Shannon provided an overview of the Medical Center's finances, explaining that the Medical Center has very sick patients which mean more revenue but also more expense in terms of supplies and other costs. The Medical Center is financially sound, with a 5.1% operating margin and strong cash flow.

Dr. Shannon said the Medical Center is investing in human and physical assets, but there are also headwinds facing the Health System in the future, particularly the state's failure to expand Medicaid which will result in a \$35 million hit, and Medicare's rollback of facilities fees, a \$40 million bogie.

The Medical Center has broken ground on a new bed tower that will allow a change to all private rooms. Three floors of the bed tower will be unprogrammed initially.

Dr. Shannon concluded with a message about the importance of eliminating waste including harm, overtreatment, failures in care delivery, failures in care transitions, excessive administrative costs, and fraud and abuse. If there is no defect and no error in care, healthcare can be affordable.

Roscoe Roberts, University General Counsel, spoke briefly about the attorneys representing the University, all of whom are appointed by the Virginia Attorney General. He introduced Farnaz Thompson, Assistant General Counsel. Mr. Roberts said there would be a presentation on the Freedom of Information Act and other legal issues with the full Board at the retreat.

The orientation session concluded at 2:30 p.m.

Retreat

The Board of Visitors began the annual retreat at 3:00 p.m. with Rector William H. Goodwin Jr. presiding. Present were Frank M. Conner III, Mark T. Bowles, L.D. Britt, M.D., Whittington W. Clement, Elizabeth M. Cranwell, Thomas A. DePasquale, Kevin J. Fay, Barbara J. Fried, Frank E. Genovese, John A. Griffin, Babur B. Lateef, M.D., John G. Macfarlane III, Tammy S. Murphy, James B. Murray Jr., James V. Reyes, Jeffrey C. Walker, Nina J. Solenski, M.D. faculty representative, and Phoebe A. Willis, student representative.

Also participating in some or all sessions were Teresa A. Sullivan, Patrick D. Hogan, Thomas C. Katsouleas, Richard P. Shannon, M.D., Susan G. Harris, Donna P. Henry, W. Thomas Leback, David W. Martel, Debra D. Rinker, Nancy A. Rivers, Roscoe C. Roberts, and Farnaz F. Thompson.

Presenters for specific sessions included Robert W. Battle, M.D., Melody S. Bianchetto, Jeffrey D. Blank, Karin S. Evans, Thomas F. Farrell II, Mark M. Luellen, Alice J. Raucher, Gregory W. Roberts, and Colette Sheehy.

Retreat Overview and Introduction of New Members

Rector Goodwin opened the retreat and asked Kevin Fay to say a few words about a model of the Emmet-Ivy corridor that would be on display in the evening.

Visioning Session with Faculty

At 3:20 p.m. members of the Board and approximately 60 faculty from across the University and The University of Virginia's College at Wise began a session, facilitated by Darden School Professor Michael Lenox, to brainstorm about the future of higher education and specifically the University of Virginia as it enters its third century of existence. Deans, tenured senior faculty, and junior tenure-track faculty, as well as President Sullivan and other senior administrators, participated, with approximately 90 participants in all. A week before the session all participants were sent read-ahead materials on the future of higher education as well as the University's strategic plan, the Cornerstone Plan, as background information.

The participants were divided into 10 small groups, each with a topic to consider. Mr. Lenox asked the groups to consider the following questions:

1. What will higher education look like in 20 years?
 - a. Identify two key uncertainties or pivot points-- things beyond our control - true uncertainties, not choices.
 - b. Think broadly about higher education (not just UVA) and generate four scenarios from resulting 2x2.
 - c. Have fun fleshing out stories - what does the world look like?
 - d. Come up with a creative title for each scenario (optional).
2. What are the implications for UVA in each scenario?
 - Derive two (and no more than two) implications for UVA in each scenario.
3. What opportunities flow from these implications?
 - a. Come up with actionable initiatives - verb + object.
 - b. Discuss ideas as a table.
 - c. Aim for three to four items.

After an hour in the small groups, a representative of each group presented to the larger group. The session ended at 5:30 p.m.

Reception and Dinner

At 6:30 p.m. the Board hosted a reception and dinner in the Pavilion of the Boars Head Inn. Guests included the visioning session participants and their spouses and other guests. At 8:10 p.m., Mr. Larry Sabato spoke about the presidential election and answered questions from the audience. The evening concluded at 8:45 p.m.

Monday, August 15

At 8:30 a.m. the Board Retreat resumed in the Pavilion of the Boar's Head Inn; all members of the Board were present. Rector William H. Goodwin Jr. presided.

Business Matters—Approval of Signatory Authority for Medical Center
Procurement of a Patient Monitoring System

After introductory remarks by Mr. Goodwin and recognition of the new members of the Board, Mr. Hogan explained the need for a resolution approving the contract for a patient monitoring system because the annual value of the contract exceeds administrative approval authority. Upon motion, the following resolution was approved unanimously:

SIGNATORY AUTHORITY FOR MEDICAL CENTER PROCUREMENT OF A PATIENT
MONITORING SYSTEM

RESOLVED, the Board of Visitors authorizes the Executive Vice President for Health Affairs to execute a multi-year contract for the procurement of a patient monitoring system, based on the recommendation of the Chief Executive Officer of the Medical Center and the Executive Vice President for Health Affairs, and in accordance with Medical Center procurement policy.

Discussion on Emmet/Ivy Corridor

Mr. Fay introduced Ms. Alice Raucher, University Architect, who described the proposed plan for the Emmet/Ivy Corridor. She said the "star of the show" is the model that was on display in the lobby, developed by Dumont/Janks, landscape architects. She said connectivity to North Grounds for pedestrians and bicycles has been added to the plan, plus vehicular and pedestrian improvements at the Emmet/Ivy intersection. State funding received by the City of Charlottesville will contribute to the improvements proposed for this intersection.

The recommendations include adding an additional southbound right and northbound right turn on Emmet Street and revising traffic

signal timing to improve vehicular wait time, which will reduce delay time by about 20%. In addition, the traffic island next to Nameless Field will be eliminated, which currently requires pedestrians to cross both the street and the turn lane.

Ms. Raucher described a plan to remove the Cavalier Inn and create green space on the northwest corner, which would also include wider and safer sidewalks for pedestrians and bike lanes. She said the programming for new buildings has not been done; the model shows where buildings could be placed to maximize green space potential and provide necessary stormwater management. Drawings showing the proposed improvements are attached to these Minutes (Attachment A).

Ms. Raucher reviewed next steps, which include capitalizing on the opportunity to coordinate with HB2/SmartScale funding for streetscape improvements, studying phasing possibilities to achieve University goals, developing details of pedestrian, bicycle, and vehicular connectivity to North Grounds, and developing plans for green space. Mr. Fay explained that these phase one improvements will achieve much of what the Board wanted to achieve and have a big impact on the corridor.

Committee Accomplishments for FY 2016 and Work Plans for 2017

Each of the committee chairs were asked to present their committee accomplishments for the past year and their plans for the coming year. Ms. Fried presented the Academic and Student Life Committee accomplishments and work plan. Mr. Griffin presented the Advancement Committee accomplishments and work plan, and asked that each member of the Board think of three names for the capital campaign chair. The Rector asked Mark Luellen to do a "pro" and "con" on having multiple or regional campaign chairs. Mr. Genovese presented the Audit, Compliance, and Risk Committee accomplishments and work plan, and Mr. Fay did the same for the Buildings and Grounds Committee.

Mr. Hogan presented the Finance Committee accomplishments and work plan, and Dr. Shannon, along with Dr. Britt, presented the Medical Center Operating Board accomplishments and work plan. For the Committee on The University of Virginia's College at Wise, Chancellor Donna Henry outlined accomplishments and Mr. Macfarlane presented the work plan. The Ad Hoc Committee on Research work plan was combined with the next item on the agenda regarding research.

The work plans are attached to these Minutes (Attachment B).

Research Discussion

Mr. Walker provided opening remarks, and Mr. Katsouleas outlined the initial questions to be asked by the newly-formed Ad Hoc Committee on Research, and showed the "virtuous cycle" for research. An example of strategic research is Ben Calhoun, whose expertise is

self-powered medical devices. He has over \$4 million in active funding with a lab of 11 staff and students. He created a separate start-up company named PsiKick, based on the technology. Mr. Calhoun also teaches multiple digital circuit and computer architecture classes.

Mr. Katsouleas outlined how research is organized at the University. He pointed out that some of it is decentralized in the individual schools, and some of it is across schools and overseen by the Vice President for Research office. He said the challenge is to double the level of research in the next seven to 10 years, with a goal of \$500 million in research within seven years.

In answer to a question about why the committee is needed, Mr. Walker said the ad hoc committee is a task force which will sunset at some point in the future.

Mr. Goodwin asked for school-specific information to be provided to the committee. Mr. Katsouleas said the Pan-University Institutes are connective tissue among schools. Mr. Goodwin said he would like to see more aggressive growth in research. Mr. Katsouleas said you need resources and time to grow. He showed a slide on what it takes to grow, comparing UVA with other research universities, and a slide on research funding by school for those schools who receive significant external funding.

Mr. Reyes introduced the biomedical research part of the discussion. He said the strong are getting stronger and the good news is we are on our way. The hospital is very healthy, which is a great base.

Dr. Shannon said biomedical research is all about extramural funding—how much of other people's money can we attract because of our ideas. The low point was 2014 when 21 faculty left, and now we have recovered back to the 2010 level. He showed a slide on what it will take to achieve our goals. Adding \$50 million of NIH dollars to the School of Medicine will cause a rankings move from 40th to 29th nationally. UVA must recruit 25 more people and manage the existing individuals who are focused on research. UVA has a large number of basic scientists, only half of whom are meeting the minimum expectations in terms of funding. Underperformers must be managed within the tenure structure—as important as bringing in new researchers.

Commercialization is important: the School of Medicine continues to have an increase in disclosures, patent filings, and deals. This can provide another source to support the enterprise. Philanthropy is also extremely important in research. Dr. Shannon said researchers at UVA are developing a cure for a congenital form of blindness. He gave other examples, including eradicating a cause of diarrhea in developing countries, and developing an early signal

for pancreatic cancer. There is not enough money to invest in everything and we must manage out underperformance.

Discussion ensued about the kinds of individuals UVA should attract. In order to build out the program, we need to attract mid-career researchers who are about to break through. Senior faculty have more research funding than junior faculty, so they must be replaced over the next five years.

Board members said they would like to have a presentation on what it will take to elevate research and research funding in each of the schools.

Mark Luellen, Vice President for Advancement, spoke about philanthropy related to the research enterprise. There is significant growth in corporate and foundation relations, but much more should be done. He said there should be more personnel dedicated to this area—right now there is one person and a staff assistant. It is necessary to train fundraisers differently so they know what the top priorities are in research. It is important to get the "doer" with the donor more quickly—faculty can be great salespeople. Investments in research help donors to become interested because we have a story to tell to excite donors to be partners in a research project.

David Martel presented on the public relations efforts with regard to research. There are challenges with the media, but we are consistently outperforming negative storytelling over the past 12 months with positive and neutral stories. The biggest story by far has been Jonathan Kipnis' lab breakthrough on discovering a lymphatic system in the brain: 2.2 million page views.

Mr. Martel said it is important to continue to invest and raise the profile of the research performed at UVA. He showed a 60-second video called "Shared Energy".

Freedom of Information Act

Following a short break for lunch, General Counsel Roscoe C. Roberts conducted a briefing on the Virginia Freedom of Information Act and showed a video produced by the State Council of Higher Education for Virginia (SCHEV). He referred members to a memo on legal responsibilities he sent to the Board as well as a memo from the Attorney General's office on FOIA.

Bicentennial Planning and Third Century Campaign

Mr. Conner reviewed the agenda for the session and said the goal is to position the University for the next 200 years. He introduced Robert W. Battle, M.D., and Thomas F. Farrell II, the Bicentennial Commission co-chairs, who spoke about their plans for the Bicentennial Commission.

Mr. Farrell said we want to commemorate and celebrate the past 200 years, but also look to the future. He spoke about the Commission Charter and explained that the Bicentennial should have lasting impact. One outcome will be a document about the future of higher education and the University's unique role – the University should be a leader. He read from a letter by Jefferson to Peter Carr about his reasons for creating the University of Virginia. Mr. Farrell described the structure of the Commission in some detail.

Dr. Battle explained the timeline. The first "hard date" is October 6, 2017, which is 200 years to the day that the first cornerstone was laid at the location of Pavilion VII, with three U.S. presidents in attendance. He spoke about a young slave, a Mr. Thrimston Hern, who may have physically laid the stone. We will never know a great deal about the role of slaves because there is very little documentation. Dr. Battle outlined other events that will be commemorated. He quoted William Faulkner from *Requiem for a Nun*, "The past is never dead. It's not even past."

Dr. Battle spoke quite eloquently about commemorating all of the University's history and our hopes for the future of the University. He quoted a Rita Dove poem, and said the world has called and we need to answer with honesty, honor, and humility, but also with inspiration, creativity, unbridled enthusiasm, and unself-conscious diversity.

President Sullivan introduced Kari Evans, Executive Director of the Bicentennial, and addressed work that has been done on programming for the Bicentennial. Many other institutions were surveyed about their commemorations. She said possible events include:

- October 5 - 6, 2017 - Launch event to commemorate 200th anniversary of the laying of the cornerstone.
- April 13, 2018, Founder's Day Rotunda Ball.
- January 25, 2019 - Charter Day; 200 events around the world involving UVA Clubs in the U.S. and abroad.
- Fall 2019 - Presidential Ideas Festival at the Miller Center - This will be a three-day event that will convene scholars, authors, thought leaders, policy makers, and members of the media to discuss the presidency.
- Fall 2019 - Launch of the Third Century Campaign.
- Ongoing lecture series to attract high-profile speakers, including people with ancestral connections to Jefferson or descendants of slaves who built the University's original

buildings, and those with subject-matter expertise in certain topics.

- Exhibit at the Fralin Art Museum, "Jefferson and Architecture" in spring 2018.
- Exhibit at the Harrison Institute, "A History of the University in 100 Objects," to complement the UVA Press book *Object Lessons*.
- Final Exercises - The academic regalia for students graduating in 2017, 2018, and 2019 will include a yoke embroidered with the bicentennial logo.
- Theme-based tours, for example:
 - Gardens
 - Architecture
 - Arts and Sculpture
 - Literary
 - African-American
 - Women

Mr. Luellen and Mr. Martel explained marketing and communication strategy, and Mr. Luellen addressed plans for the Third Century Campaign. Ms. Sullivan said the campaign will be launched in 2019 and is likely to be seven years. She added that there will be additional Bicentennial celebrations in 2026: the first class graduated, Mr. Jefferson died, and it is the anniversary of the Declaration of Independence.

Mr. Murray remarked that 2019 is the 400th anniversary of the first legislative assembly in the new world, the first Africans in the new world, the first European women in the new world, and the first thanksgiving, all of which occurred in Virginia. The Yorktown Commission is determined to make a big celebration, so there may be some overlap. Conversations have begun with the Miller Center; it would be nice to consider all of this.

Access UVA and Strategic Investment Fund

Mr. Goodwin announced that he was forming an ad hoc committee between this meeting and the September meeting to make recommendations about the Strategic Investment Fund in terms of plans for asset allocation. He selected Mr. Macfarlane, Mr. Murray, Ms. Murphy, Dr. Britt, and Mr. Bowles, with Mr. Conner as chair.

Mr. Goodwin said some of the discussion in the papers is incorrect or they are working on the wrong assumptions. He directed everyone to a document on the Board website and elsewhere that

provides answers to the statements that have been made. It was done to help set the record right.

Mr. Goodwin said the Board and administration have worked really hard to have need-blind admissions and provide 100% of need to families. The two \$1,000 step increases did not go to operations; they flow into additional aid to help lower debt. UVA is the lowest in the state in net tuition for families earning under \$125,000.

Mr. Goodwin said Mr. Hogan is making an effort to make the University more efficient. Mr. Katsouleas is new, and he knows that there is work to do with regard to the faculty. The statement that we are "cavalier" and don't think about students is not a correct statement.

Mr. Goodwin said he will say "I" and be responsible for the creation of the Strategic Investment Fund. He looked at public financial information, not private, and available to everyone, about three years ago, and he could see big numbers. He began chatting about it a couple of years ago with Victoria Harker and Pat Hogan, and together they figured out how to protect the Triple A rating. He said he thought the State of Virginia has about \$9 billion in reserves, and if they did the same thing, they would have \$450 million of extra income to support the state budget. The idea of cash management and using the funds to generate income is fairly new. Mr. Goodwin said he thought others will learn from what UVA has done and do it themselves.

Mr. Goodwin said part of the money was already in endowment. The purpose of the Strategic Investment Fund is to take a normal endowment draw off this money and try to use it to help all facets of the University. He stressed that there is no list right now of what the fund will support. If the grants are for three years, the amount is not that large. He asked the ad hoc committee to think in terms of asset allocation: how should we think about allocating this money? How do we make the University better than it is today, in educational terms, in faculty compensation terms, in student tuition terms? Ultimately, UVA should be able to gain value from this.

Mr. Goodwin explained the sources of the funds. He said approximately \$700-800 million is strictly from earnings by the University of Virginia Investment Management Company (UVIMCO), not quite one-third is from the money freed up by the line of credit, and one-third is from reserves that have been funded. It is not a mystery and nothing "funny" has been done. In the last couple of years those involved were able to see a way to do some planning to take advantage of this asset.

Mr. Goodwin said the University is leading-edge. This is another example of doing a good job. This kind of thing is done in private life very easily.

Mr. Conner said this work will come to be seen, in time, as creative and innovative. All of the public universities have reserves, and they should be considering utilizing them in the same ways. The public rolling out of this was pre-empted and that is unfortunate. The Board and the University have chosen not to respond to the poison of prejudicial prose with similar advocacy because that would be losing sight of why we are here in the first place.

Mr. Conner said he met Captain Humayun Khan's father a few days before, and the father said he wanted to convey how proud Mr. Khan was of his association with the University of Virginia. The funding effort is a way to focus on that purpose, and when it is characterized inaccurately we lose sight of this.

Mr. Goodwin transitioned into a discussion about financial aid, and he asked President Sullivan to present. Ms. Sullivan said Access UVA provides 100% of need for all students, and the application is "need blind." "Need blind" means students are admitted without regard for their financial status. Financial need is met through different kinds of resources, but debt is limited to \$4,000 for low income Virginians and \$7,000 for out of state students who are low income. UVA has been recognized nationally for being one of the best values in higher education.

Ms. Sullivan showed Money Magazine's methodology on value. Estimated price, also called "cost of attendance", includes tuition, fees, room and board, books and transportation. UVA is tied for third in the state for estimated price (cost of attendance); William & Mary and Virginia Commonwealth University have a higher cost of attendance. If financial aid is taken into account, the estimated price drops to \$12,000, which is the lowest in the Commonwealth. The chart also shows job earnings of graduates, which are very competitive with everyone on the list. Student debt shows that UVA is a top buy nationally.

The net price calculator, required by the U.S. Department of Education, which is total price less grants, shows that at UVA net price for a family of four, one student in college with income of \$40,000, would be \$4,666 a year. With loans and work-study, the net price is \$660. Ms. Sullivan showed other scenarios with different family income levels. UVA has the best net price in the state for a family of four with income of \$40,000, a family of four with income of \$80,000, and tied with others for a family of four with income of \$100,000. Even at \$125,000 family income, UVA is very competitive with the other institutions in Virginia. With loans and work-study, it is lower than the others.

Ms. Sullivan showed a profile of the students receiving aid. Many are first generation and are underrepresented minorities. The same demographic applies to out-of-state students on aid.

Members of the Board pointed out that the cumulative (four year) cap on loans for low income in-state students was reduced last year from \$14,000 to \$4,000. Across income categories, the cap on total debt is \$18,000. Mr. Fay pointed out the facts are clear that the out-of-state students are not being subsidized, and are subsidizing in-state students. Mr. Goodwin said the level of out-of-state aid is a question that may be addressed in the future. Ms. Fried said geographic diversity benefits Virginians, and President Sullivan pointed out that many truly outstanding students would not be here except for Access UVA. Virginians are given the opportunity to be with these truly outstanding students from elsewhere. Mr. Macfarlane calculated that the out-of-state students pay 64% of tuition and they represent 30% of the student body.

Mr. Goodwin summarized what he has heard from legislators about the Strategic Investment Fund. He said the comments vary greatly; the majority have been mindful and supportive of what UVA is doing.

The final part of the session consisted of questions and comments by members of the Board. Faculty representative Dr. Solenski commended Mr. Goodwin for the vision and for being very proactive in investing. Ms. Fried said it is hard to overcome lying soundbites, but we have to do so; it is important to continue to make the case in an affirmative way. Mr. Fay reminded everyone that no student is paying the full cost of their education at the University – everyone is benefiting from the work of UVIMCO and the largess of the endowment and donors.

Mr. Goodwin mentioned that the President and he will be meeting with a joint legislative committee on August 26. Mr. Hogan reminded the Board that the Auditor of Public Accounts and the Office of Inspector General are also looking into the creation of the fund and they will issue a report. Mr. Goodwin said he hoped that what is done in September will look good to most people. Mr. Genovese recommended that the University hire a full-time person in strategic planning looking out 20 or more years from now.

Closed Session

After adopting the following motion, the voting members present plus Nina Solenski, Phoebe Willis, Teresa Sullivan, Roscoe Roberts, Susan Harris, and Farnaz Thompson participated in a closed session at 4:10 p.m.:

I move that the Board of Visitors go into closed session to deliver and discuss an evaluation of the University President's performance, specifically a discussion of progress on goals for academic year 2015-2016 and development of goals for academic year 2016-2017, which includes a personnel discussion of other University administrators. The relevant exemption is Section 2.2-

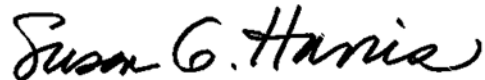
3711(A)(1) of the Code of Virginia. This discussion in closed session is further authorized by Section 23-2.03(A) [23.1-1303 (B)(8) after October 1, 2016] of the Code of Virginia.

At 5:00 p.m., the Board concluded the closed session and approved the following motion unanimously by roll call vote. Voting in the affirmative: Mr. Goodwin, Mr. Conner, Mr. Bowles, Dr. Britt, Mr. Clement, Ms. Cranwell, Mr. DePasquale, Mr. Fay, Ms. Fried, Mr. Genovese, Mr. Griffin, Dr. Lateef, Mr. Macfarlane, Mr. Murray, Mr. Reyes, and Mr. Walker. Ms. Murphy was not present during the closed session meeting.

That we vote on and record our certification that, to the best of each Board member's knowledge, only public business matters lawfully exempted from open meeting requirements and which were identified in the motion authorizing the closed session, were heard, discussed or considered in closed session.

On motion, the meeting was adjourned at 5:00 p.m.

Respectfully Submitted,



Susan G. Harris
Secretary

SGH:dr

These minutes have been posted to the University of Virginia's Board of Visitors website.

<http://www.virginia.edu/bov/publicminutes.html>

ATTACHMENTS



UNIVERSITY
of VIRGINIA

Board of Visitors Retreat
August 14 and 15, 2016

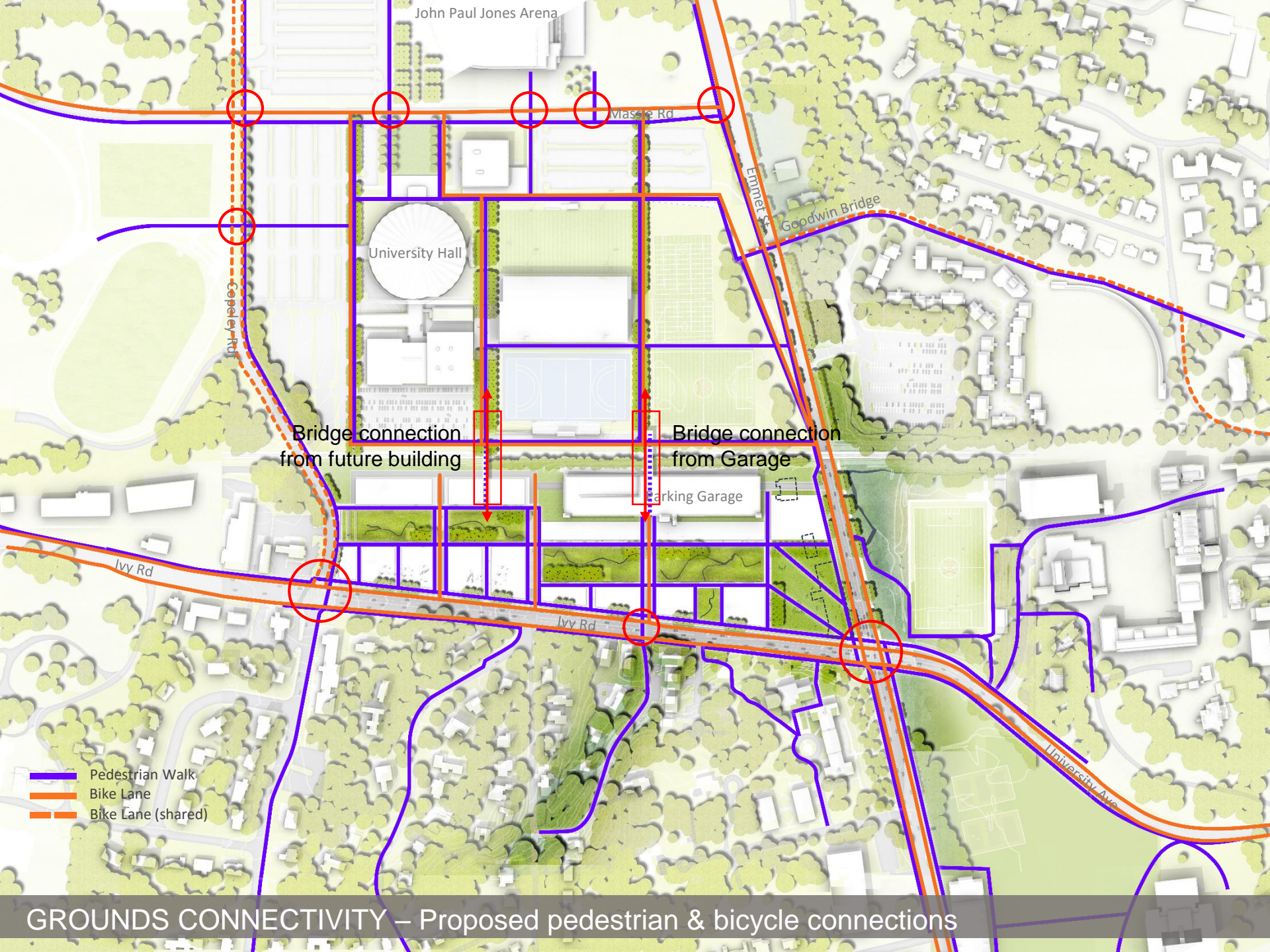
Ivy Corridor Strategic Planning Study

Updates since June meeting:

- **Connectivity to North Grounds for pedestrians and bicycles**
- **VDOT funded HB2/SmartScale street improvements update**
- **Vehicular and pedestrian improvements at the Emmet/Ivy intersection**
- **Potential project phasing**
- **Development of site model**



GROUNDS CONNECTIVITY – Existing pedestrian & bicycle connections



John Paul Jones Arena

Massie Rd

Emmet St

Goodwin Bridge

University Hall

Capell Rd

Bridge connection from future building

Bridge connection from Garage

Parking Garage

Ivy Rd

Ivy Rd

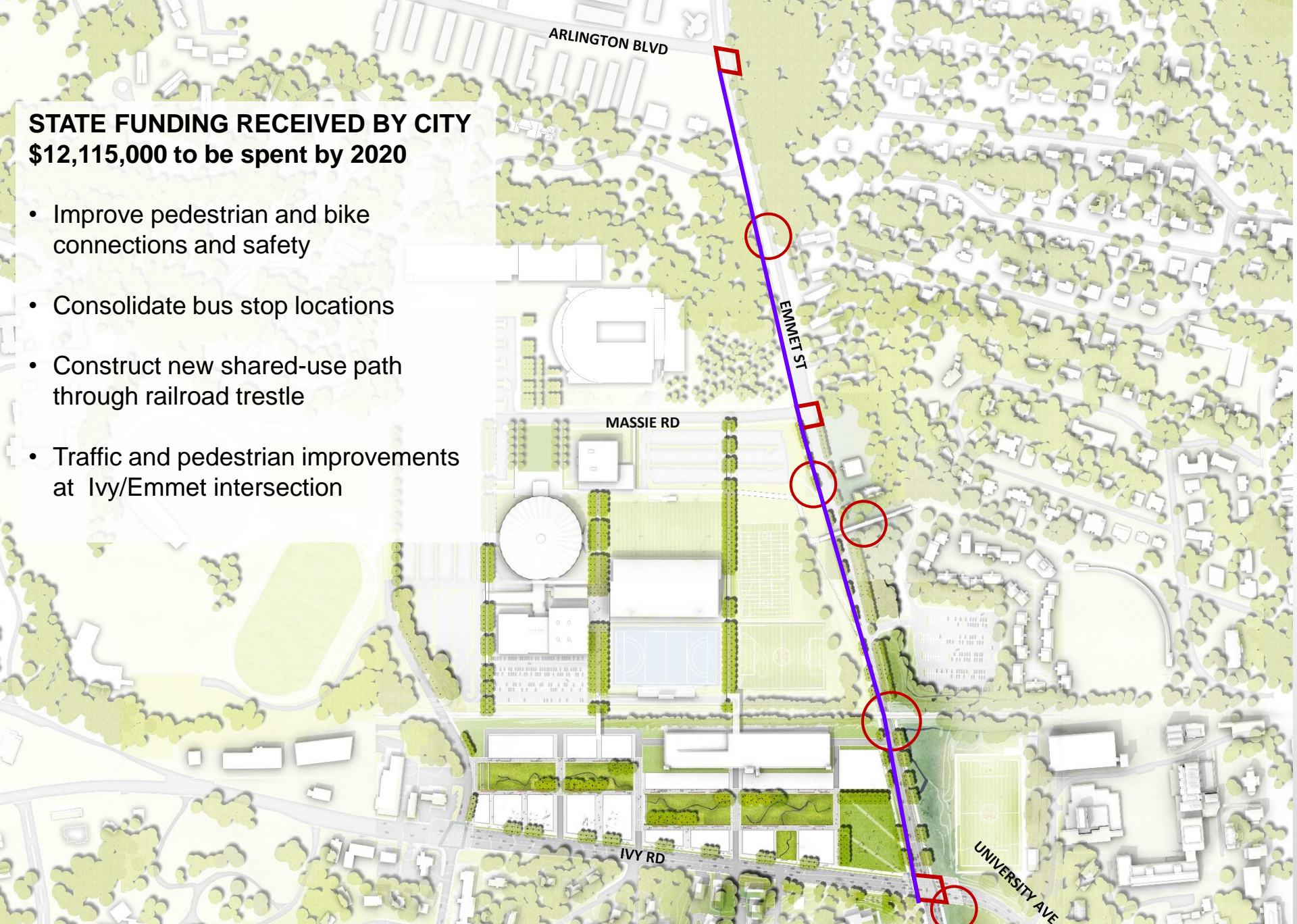
University Ave

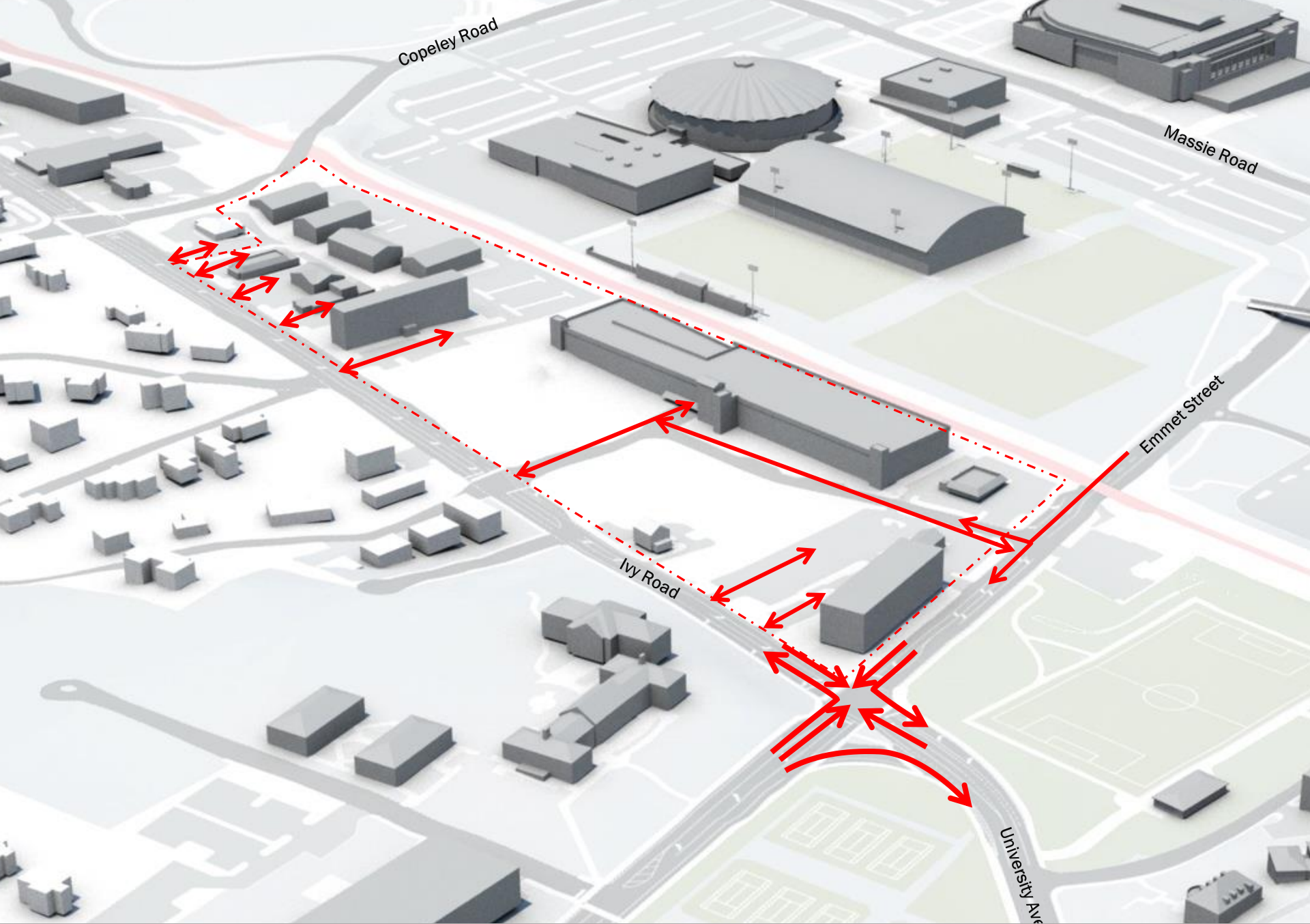
- Pedestrian Walk
- Bike Lane
- Bike Lane (shared)

GROUNDS CONNECTIVITY – Proposed pedestrian & bicycle connections

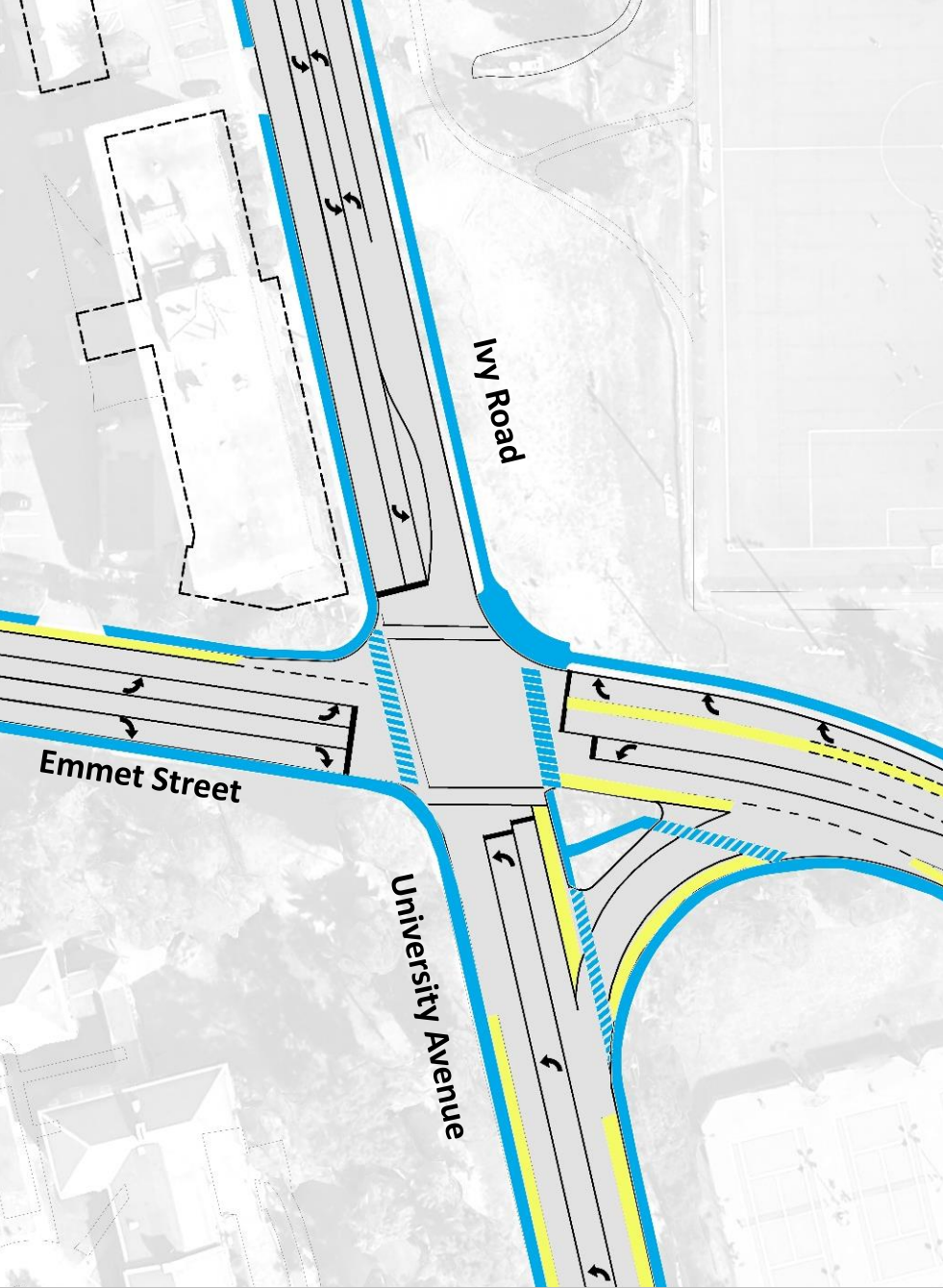
**STATE FUNDING RECEIVED BY CITY
\$12,115,000 to be spent by 2020**

- Improve pedestrian and bike connections and safety
- Consolidate bus stop locations
- Construct new shared-use path through railroad trestle
- Traffic and pedestrian improvements at Ivy/Emmet intersection

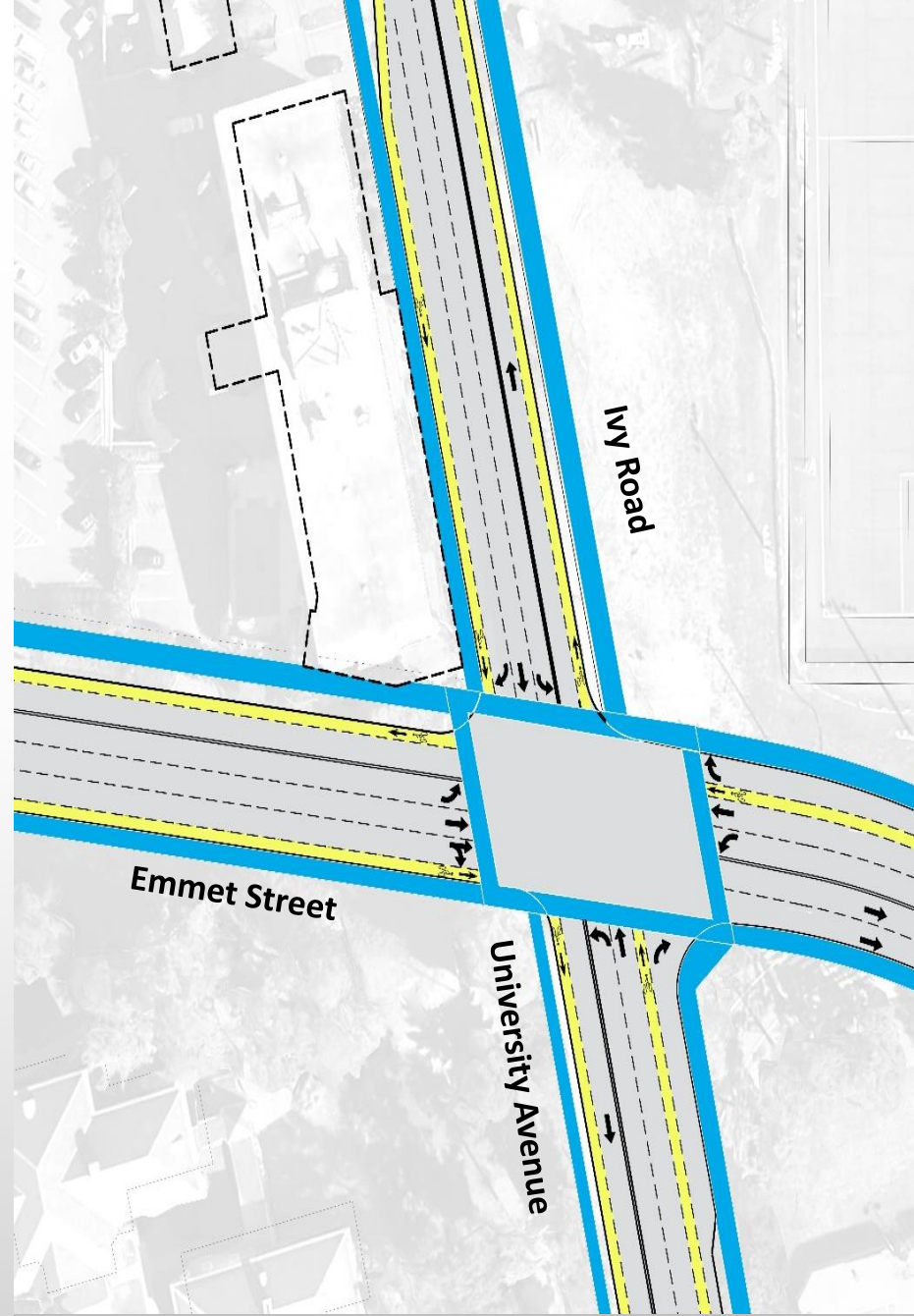




TRAFFIC FLOW - Existing



Existing Layout

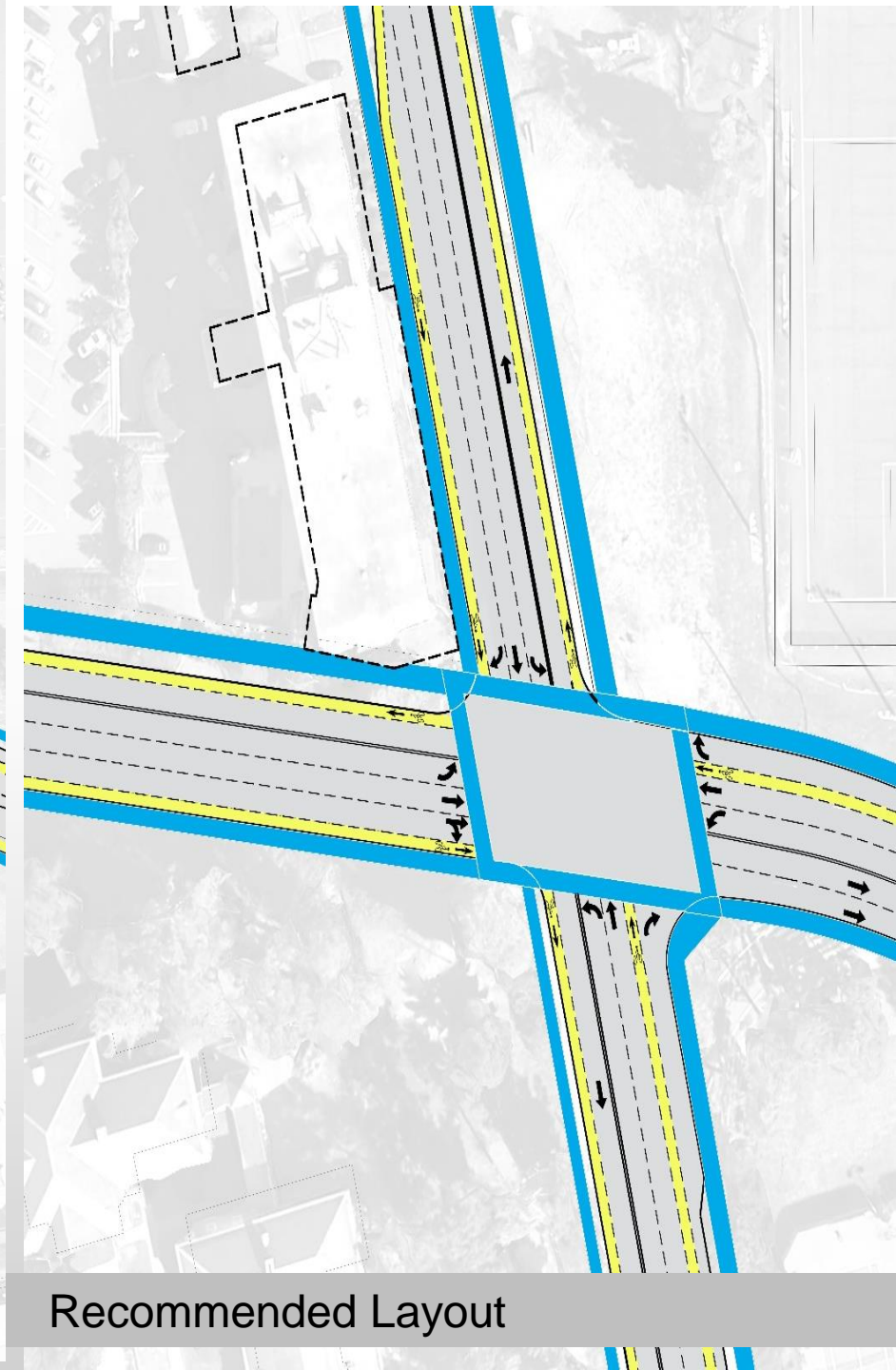


Recommended Layout



RECOMMENDATIONS:

- Additional SB right and NB right turn lane on Emmet street
- Revise traffic signal timing to improve vehicular wait time
- Existing *AM* vehicular delay is reduced from 28.8 sec to 24.1 sec
- Existing *PM* vehicular delay is reduced from 47.4 sec to 36.9 sec
- Pedestrian crossing is not interrupted at the intersection by traffic island at Nameless Field



Recommended Layout



Existing view at Ivy Road & Emmet Street (looking west)



Proposed view at Ivy Road & Emmet Street (looking west)



Proposed Framework Plan



Existing view along Emmet Street (looking north)



Proposed view Emmet Street (looking north)



Existing view at Garage entry (looking west)



Proposed view Central Green (looking west)



Existing view of connection to Central Grounds (looking to Carr's Hill)



Proposed view of connection to Central Grounds (looking to Carr's Hill)



Existing view along Emmet Street (looking south)



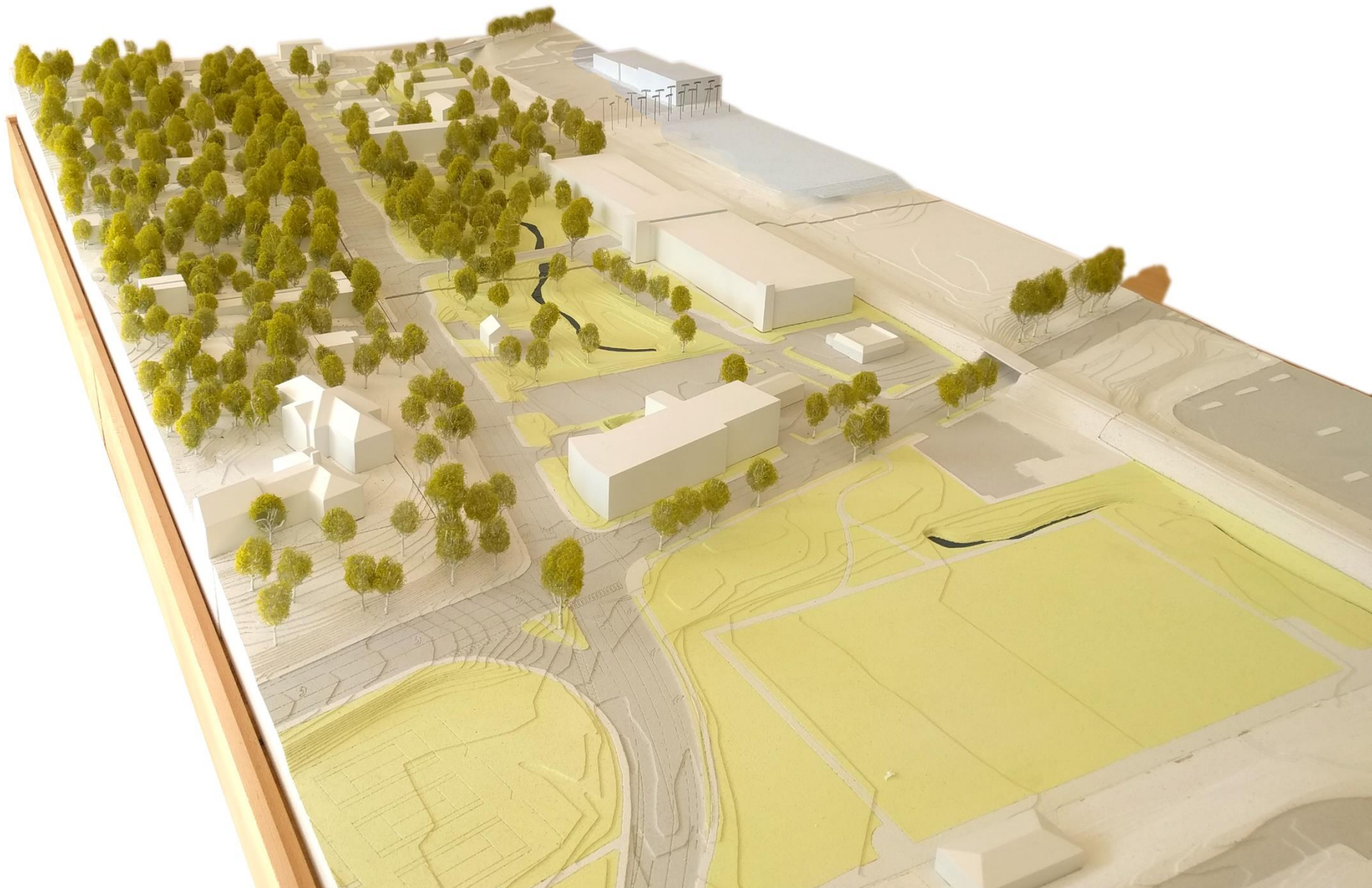
Proposed view along Emmet Street (looking south)



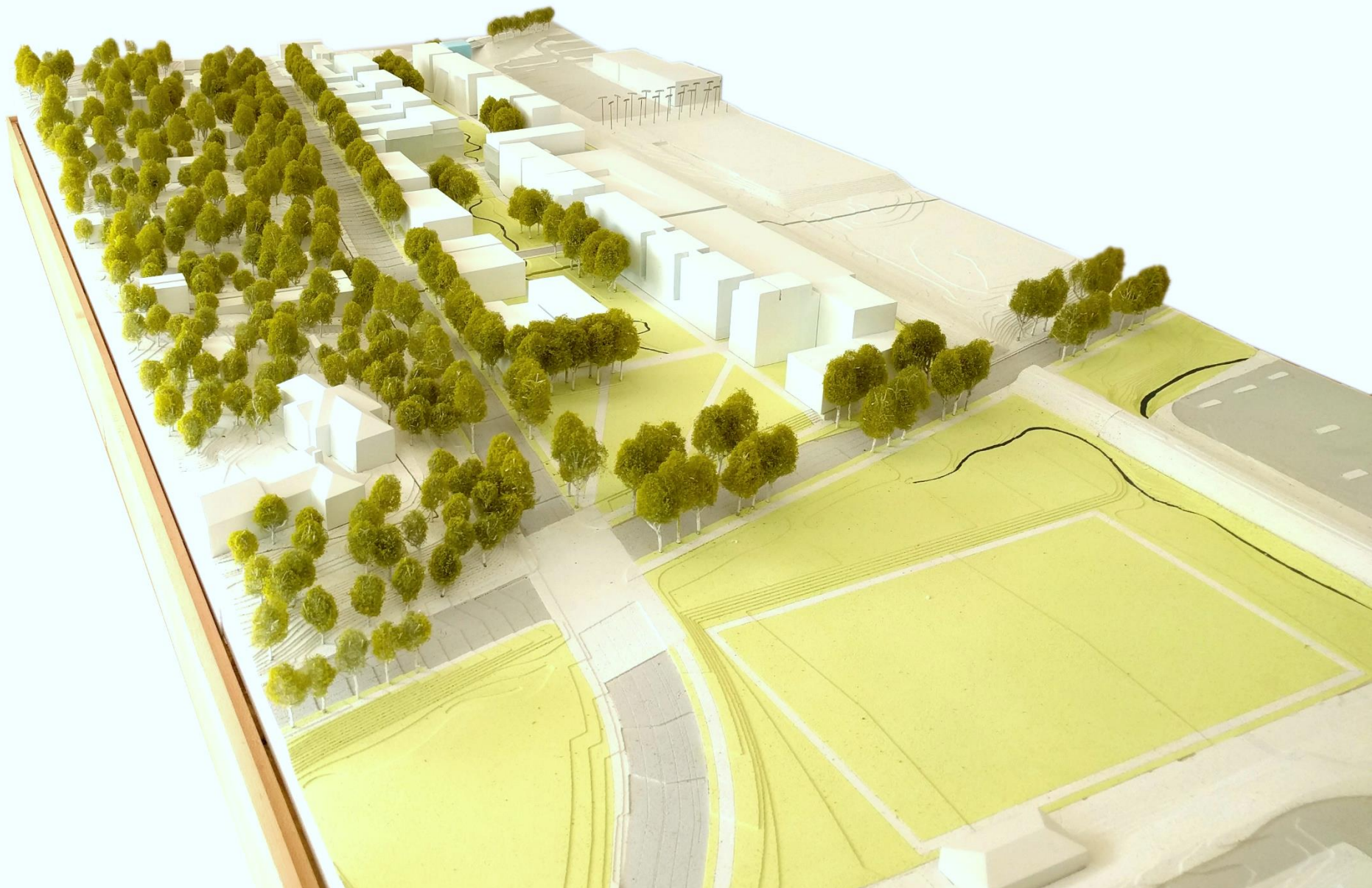
Existing view from parking Garage (looking east)



Proposed to Central Grounds (looking east)



MODEL – Existing conditions



MODEL – Proposed Framework Plan



Board of Visitors goals for the project

- Enhance the connection of the area within the overall University while providing an opportunity for interaction with the Charlottesville community
- Maximize green space potential for community benefit and aesthetic enhancement of a major University entrance
- Accommodate current transportation, parking and stormwater functions on site, while developing each to its maximum potential
- Optimize economically viable development and other University support activities within the site redevelopment
- Provide appropriate screening of the parking garage

Next Steps

Capitalize on opportunity to coordinate with approved HB2/SmartScale funding for streetscape improvements

Study phasing possibilities to achieve University goals

Develop details of pedestrian, bicycle, and vehicular connectivity to North Grounds

Develop plans for green space

Academic and Student Life Committee
Board of Visitors' Retreat – August 15, 2016

Committee Accomplishments 2015-16

- September: Overview and discussion of *student post-graduation outcomes* as a measure of quality. Included discussion of how student outcomes are measured, and how these results drive the need for the best faculty to produce research and innovation in curriculum and the student experience.
- November: Overview and discussion of *faculty research*, including how to recruit scholar teachers; how to judge the quality of research in new hires; and how schools evaluate faculty for tenure in order to remain competitive for shrinking federal dollars.
- February: Update on current student mental health data, recent developments, and future plans with Counseling and Psychological Services (CAPS). Reviewed a report on University Housing), informing planning efforts around improvement and additions to on-Grounds student housing and the impact of additional off-Grounds housing options.
- June: Meeting focused on the goal of growing the University's research portfolio. Included briefings on newest Pan-University Institute, UVA Brain; work to provide the latest research intelligence tools for faculty to allow for timely discovery of grant opportunities and identification of potential cross-Grounds research collaborators; and the University's strategy to grow research by more than \$200 million per year. Also heard an updated report on the Honor System.
- Action Items Approved:
 - Degree Program Title Changes: Master of Education (M.Ed.) and Bachelor of Science in Education (B.S.Ed.) in Speech Communications Disorders to M.Ed. and B.S.Ed. in Communication Sciences and Disorders in the Curry School of Education.
 - Reaffirmation of requirement that University of Virginia students carry health insurance.
 - Naming of the Karen S. Rheuban Center for Telehealth
 - Professorship establishments:
 - Wallace C. Nunley Professorship in Family Practice
 - G. J. Wang, M.D. Professorship in Orthopaedic Surgery
 - Nelson W. Sisson, M.D. Eminent Scholars Professorship in Otolaryngology
 - Renaming and Changing the Scope of the Ward K. Ensminger Distinguished Professorship in Medicine, Geriatric Medicine, and Palliative Care

Work Plan 2016-17

September 2016

- Report and update on Total Advising Center:
 - Archie Holmes, Vice Provost for Academic Affairs
 - Everette Fortner, Associate Vice President, Career Services
 - One 2nd and one 4th year student
- Curriculum Reform, College of Arts & Sciences: Dean Ian Baucom
- Athletics: Update on 2016 Intercollegiate Fall Sports

December 2016

- Alcohol Training and Awareness
- Presentation of the newest Pan-University Institute, UVa Brain: Jaideep Kapur
- Athletics (TBD)
- Written Report: Sexual Assault/Clery Statistics

Future Meetings (*tentative*)

- Honor Committee Update (follow-up to the June 2016 presentation)
- Athletics (TBD)
- Leadership for Students (Leadership 2K, Meriwether Lewis Scholars)
- Student assessment/learning outcomes
- Faculty Research Presentations (faculty present on their scholarly work)
 - Suggestion: Josipa Roksa (measuring what students learn)

Advancement Committee of the University of Virginia Board of Visitors FY2016 Accomplishments & FY2017 Goals

FY2016 Accomplishments

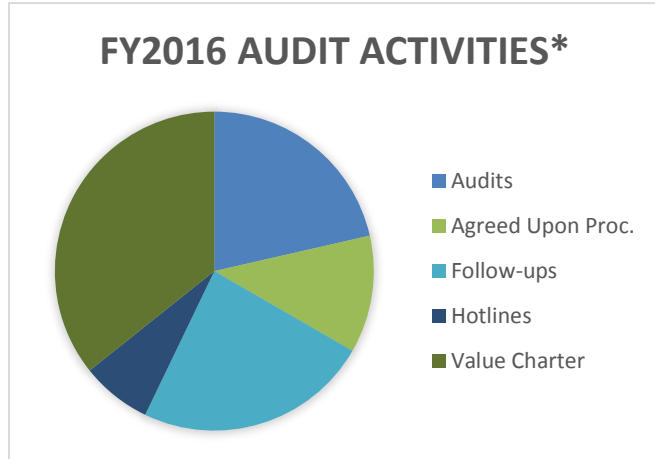
- Regular campaign planning updates and discussion with BOV members
 - Development of school/unit campaign priorities
 - Monthly Provost's Development Forum meetings
 - Donor pipeline analysis completed
 - Volunteer structure reorganization
 - Regional campaign planning events
 - Stakeholder conversations re: campaign chair selection
 - Building relationships with school/unit-based foundations
- "Sizzle idea" presentations (transformative, "big gift" ideas for the upcoming campaign)
 - The Provost and deans/faculty members from Arts & Sciences, Curry, Engineering, Global Affairs, Medicine, Miller Center, and Nursing presented on initiatives ranging from the critical impact of a US president's first year in office to using data analysis to predict and combat global religious violence.
 - The presentations were well-received and generated helpful feedback for deans and faculty members; in the case of the initiative on religious violence, follow-up meetings with potential donors and strategic planning sessions were held.
- Bicentennial Celebration planning updates
- Regular reports on fundraising progress, University Advancement progress toward revised metrics and goals, and University Advancement-unit partnerships
- Report on Alumni & Parent Engagement
 - Giving ToHoosDay success
 - New structure for Reunions Weekends
- Report on success of Foundation Relations program
- Updates on Council of Foundations meetings and activities
- Advancement leadership transition

FY2017 Goals

- Intensive focus and engagement of BOV on campaign planning
- Support and coordinate with the BOV Ad Hoc Committee on Research
- Campaign counsel outcomes
 - Determine campaign funding: where we need to grow/expand and how that growth will be funded
- Bicentennial communications and integration with campaign communications
- Alumni & parent engagement: role of engagement and alumni relations in supporting campaign goals
- Continue sizzle idea presentations and expand as needed
 - Initiate "pitch days": BOV members offer to be on Grounds to hear from deans and faculty members who request help refining pitches before approaching donors
- Continue regular reports on fundraising progress
- Continue updates from Council of Foundations

Audit, Compliance, and Risk Committee Chairman’s Report to the Board of Visitors August, 2016

Audit Department FY 2016 Summary of Activities



For the Audit Department, FY 2016 was a year of investment in the team’s capabilities. Beyond performing audits, agreed upon procedures, follow ups, and hotline investigations, we invested time in transformational activities. The department’s “Value Charter” activities, those measurable activities that are the drivers of value for the enterprise, reflect this investment in transformation.

Audit Value Charter Activities	Status
Data-driven Audit Risk Universe	Complete
Auditors’ Skills Assessment	Complete
Project Health Check Methodology	Complete
Compliance Risk Universe	Complete
Fiscal Stewardship: Methodology	In progress
Follow-Up Process and Reporting	In progress
Integrated Assurance: Methodology	In progress
Timekeeping Pilot and Program Selection	Complete
Reporting Project: New Format	Complete
Reporting Project: Report Distribution Process	Complete
Host College and University Auditors of Virginia annual conference	Complete
Travel & Expense Committee Participation	Complete
Internal Audit Website Redesign	Complete
Thought Piece on Audit Dept. Role in Investigations and Fraud Forensics	Complete
Define Internal Audit Internship Program	Complete

Project Name	Project Type	Division	Status
Clery Act	Follow Up	University	Complete
UNIX Security	Follow Up	University, Health System	Complete
SIS Oracle PeopleSoft	Follow Up	University	In progress
Export Controls	Follow Up	University	Complete
Financial Aid	Follow Up	University	Complete
Health System Follow Up Audit	Follow Up	Health System	Complete
Foundation Administration	Follow Up	University	Complete
IT Scanning	Follow Up	University	In progress
Information Security Incident Response	Follow Up	Health System	In progress
Hotline Cases (3)	2 Completed; 1 in progress		

* The graphic is a visualization of all audit activity types from the 2 tables on this page plus the table of projects on the following page.

FY 2016 Audits and Findings with Priority Ratings								
Project Name	Project Type	Division	Status	P1	P2	Pi	Wrkg	NR*

Pyxis System Review	Audit	Health System	Complete	1	1		1	
UNIX Audit (MC)	Audit	Health System	Complete					3
Football Attendance	Agreed-Upon Procedures	University	Complete				1	
UNIX Audit (University)	Audit	University	Complete					7
GL Transfers	Audit	University	Complete				1	
Presidential Travel	Agreed-Upon Procedures	University	Complete				2	
Procurement	Audit	University	Complete					6
Outpatient Charge Capture - UMA	Audit	Health System	Complete					3
University & MCFY15 Inventories	Agreed-Upon Procedures	University & HS	Complete				3	
Darden FY15 Donor Restriction Review	Agreed-Upon Procedures	University	Complete				1	
Curry School	Audit	University	Complete	2	5	4	2	
			Total (43)	3	6	4	11	19

The chart above uses a ratings prioritization system adopted in April 2016. This reporting process improvement has been well received by stakeholders to help prioritize and drive closure of the most important control gaps. *NR=Not Rated, as these were items created under the prior methodology.

Priority 1	A Priority 1 item signifies a control and/or process deficiency of sufficiently high risk that it provides minimal or no assurance that institutional objectives will be achieved. Management must take immediate corrective action to mitigate Priority 1 deficiencies.
Priority 2	A Priority 2 item signifies a control and/ or process deficiency that hinders the effectiveness and efficiency of operations, potentially impeding the attainment of institutional objectives. Management must take timely corrective action to mitigate Priority 2 deficiencies.
Process Improvement	A process improvement item signifies an opportunity to achieve enhanced control and/or process efficiencies.
Working as Intended	A control and/or process found to be working as intended in the achievement of institutional objectives.

Audit Department's Accomplishments FY 2016

- **Integrated new CAE into UVA leadership team**, developing strong relationships with President Sullivan and key members of her Executive Cabinet
- **Repositioned Audit Department's role as relevant to strategic objectives and enterprise risks**; auditing across processes rather than locations. Conducted "Foundation Days," an invitation to the team and its stakeholders to reimagine internal auditing, using Appreciative Inquiry as a change management and strategy development tool
- **Created data-driven audit risk universe and plan**, relevant to UVA's Cornerstone Plan and Health System strategic objectives and ERM risks
- **Restructured and stabilized team**. Hired and on-boarded 3 new directors. Hired seasoned IT security professional as Senior IT Auditor. Implemented pooled staff concept for cross-training.

- **Began design of 2 forward-thinking methodologies: Integrated Assurance** (an assessment of compliance risk management) and **Fiscal Stewardship** (data-driven analysis of internal controls in a decentralized environment)
- **Implemented new reporting template to include audit finding prioritization, improved executive summaries, management’s responses**
- **Participated on cybersecurity incident response oversight committee**

In addition to the above, the Audit Department **issued the first checkpoint report for the Epic Phase 2 Implementation Project Health Check** on April 29, 2016 to the Medical Center leadership team. The report communicates recommendations to mitigate potential risks to achievement of the implementation plan’s milestones and objectives.

Audit Department FY 2017 Work Plan Aligned to Goals:

Goal 1:	Division	Risk-Prioritized Audit Projects
Engage with Health System leaders to ensure optimal coverage of strategic, operational, compliance, and enterprise risk mitigation for all elements of the University of Virginia's Health System. Ensure audit resources are appropriately balanced to address health system higher priority risks and significant projects.	Health System (HS)	<ul style="list-style-type: none"> • Epic Phase 2 Implementation: Continue Project Health Check to identify and communicate risks to successful achievement of Epic project’s objectives • Integrated Assurance: Risk-Prioritized Environmental Health & Safety Regulations Compliance • Joint Venture/Strategic Partnership Process and Controls • 340B Outpatient Drug Discount Program: evaluate opportunity for margin enhancement, coordinating with MC Corporate Compliance and Privacy Office • Business Continuity and Disaster Recovery • IT Privileged Access: Health System • IT General Computing Controls over key Medical Center systems • Assist APA on material HS inventory balances • Investigations, as they arise
Goal 2:	Division	Risk-Prioritized Audit Projects
Engage with relevant University leaders to ensure optimal coverage of strategic, operational, compliance, and enterprise risk mitigation for all elements of the University of Virginia's Academic Division. Goal 2 Continued:	Academic Division (AD)	<ul style="list-style-type: none"> • IT Security Enhancement Plan: Project Health Check • SCADA: Consultation on security assessment related to building control systems • IT Privileged Access: Academic Division systems • Ivy Cloud: Governance and Security • IT Governance • Integrated Assurance: Assess effective functioning of

<p>Ensure audit resources are appropriately balanced to address higher priority risks and significant projects.</p>		<p>decentralized compliance functions relative to high priority compliance regulations</p> <ul style="list-style-type: none"> • Fiscal Stewardship: Data-driven analysis of risks to internal control in the decentralized environment • Presidential Travel and Expenses • Research Activities: Consultation and assistance on implementation of COSO to satisfy Uniform Guidance requirements related to internal controls • ARMICS: Consultation on project to update UVA's implementation of the ARMICS program, Virginia's internal controls requirements for state agencies • Enterprise Risk Management: Consultation and participation on Enterprise Risk Council • Assist APA on material AD inventory balances • Investigations, as they arise
<p>Goal 3:</p>	<p>Division</p>	<p>Operational Tactics</p>
<p>Optimize Audit Department Operations</p>	<p>HS & AD</p>	<ul style="list-style-type: none"> • Identify, prioritize, and execute Audit Department Value Charter elements and related scorecard metrics to drive value-added behaviors and outcomes. • Finalize and Implement Audit Dept. Value Scorecard • Develop and deliver training curriculum based on audit-specific core competencies (technical and leadership) • Finalize documentation of audit department's methodologies; develop standard templates for quality and consistency

The proposed audit projects for FY 2017 will be continuously evaluated for relevance and priority based on a dynamic risk assessment approach and resource availability, in consultation with the Audit, Compliance, and Risk Committee Chairman and key executive leaders. The Audit Committee will be briefed on plan status and changes at its periodic meetings.

Compliance: FY 2016 Summary of Accomplishments

- **Developed a Compliance Charter**, approved by the Board of Visitors in February 2016, that summarizes: the mission and purpose of the University's institutional compliance program; organization and reporting; relationship with the Audit, Compliance, and Risk Committee; professional standards; responsibilities of the compliance contacts and the Assistant Vice President for Compliance; and the interaction between compliance, audit, and enterprise risk management functions.
- **Coordinated an 18-month performance review by the Office of the State Inspector General (OSIG).** UVA was the first institution of higher education to undergo an OSIG review. OSIG found that the



University was operating efficiently and effectively, with a few recommendations noted in its final report. The Assistant VP for Compliance presented the findings and recommendations to the BOV at its September 2015 meeting, with three representatives from OSIG in attendance. The University developed a corrective action plan to address the recommendations, with all actions completed prior to the 3/31/16 due date.

- **Formed the Compliance Network** as a group to meet on a regularly scheduled basis. The purpose of the network is to gather key compliance managers from around Grounds to learn more about the University's compliance efforts and share best practices. Speakers have given presentations on a wide variety of topics, such as: the purpose of the Compliance Network, an update on Enterprise Risk Management, University compliance reporting tools, Clery compliance, compliance risk assessments, travel system implementation, attorney/client privilege, Equal Opportunity and Civil Rights (EOCR) update and changes, cybersecurity, Freedom of Information Act (FOIA) requests, Title IX, and the "Not on Our Grounds" training.
- **Participated on cybersecurity incident response oversight committee.**
- **Implemented enhancement to use the new travel system to automatically enroll travelers in the University's emergency evacuation insurance plan** and to track and notify faculty and staff in the event of an emergency while traveling.
- **Enhanced and updated documentation regarding major compliance areas** to reflect new compliance requirements, updated contacts, and processes to manage the University's compliance program.

Compliance: FY 2017 Work Plan

Goal 1:	Key Initiatives
Enhance institutional compliance oversight	<ul style="list-style-type: none"> • Complete overall compliance risk assessment with Internal Audit and University Counsel to determine which compliance areas present the greatest risk, based on the consequences of non-compliance (legal, operational, and reputational), levels of effort necessary to address regulatory changes, regulatory scrutiny, and cross-functional coordination. • Use the Federal Sentencing Guidelines and the seven elements of an effective compliance program to develop a self-assessment to determine how well units are addressing each compliance requirement. • Review and update the University’s institutional compliance policy and the Code of Ethics to incorporate the expanded role of the Assistant Vice President for Compliance.
Goal 2:	Compliance Projects
Manage specific compliance related projects	<ul style="list-style-type: none"> • Complete the national search for the medical center’s new Compliance and Privacy Officer. • Review improvements to be made regarding the University’s compliance with the use of unmanned aerial systems (UAS or “drones”) and the new "SafeGrounds" incident management system. • Work with Safety and Emergency Preparedness to establish a comprehensive training plan and schedule, including a plan by which to review and improve processes.
Goal 3:	Operational Tactics
Optimize compliance operations	<ul style="list-style-type: none"> • Serve on the Risk Management Council in order to continue the strong linkage between the University’s compliance and enterprise risk management programs. • Enhance the institutional compliance website with relevant policies, requirements, and reporting tools. • Continue to conduct best practices research and participate in professional development programs to confirm that the University has appropriate compliance practices in place.

Enterprise Risk Management Summary of Accomplishments FY 2016

- Nov. 2015 - **Assoc. VP & Treasurer assumes responsibility for ERM program**
- University's **ERM charter approved** by BOV at February 2016 meeting

Three major goals established for program:

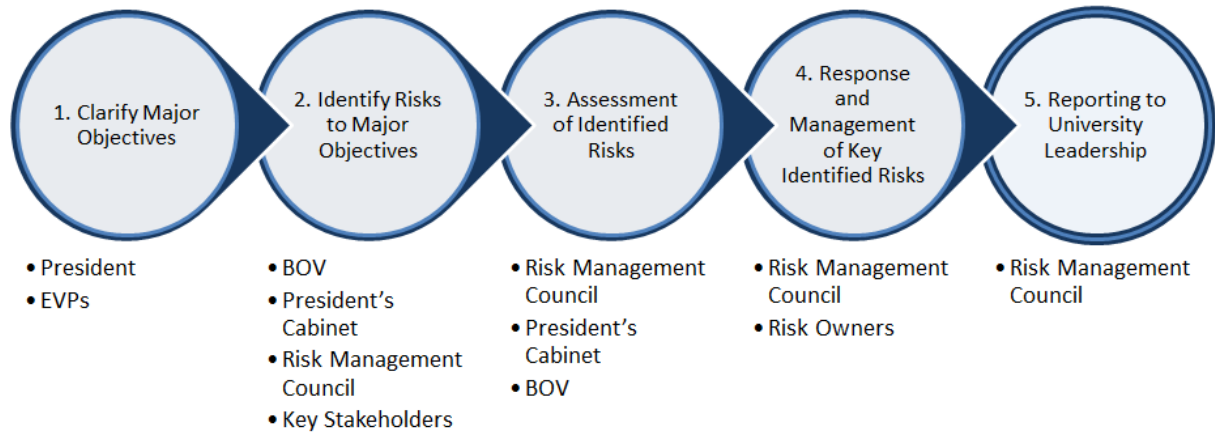
- Reposition and enrich ERM program
- Enhance Board Reporting
- Onboard Health System

ERM Priorities Progress Update

<u>Task</u>	<u>Status</u>
Reposition the ERM Program	
Adopt ERM Charter	Feb. 2016
Launch Risk Management Council (Steering)	Mar. 2016
Launch Academic Risk Mgmt. Network (Conduit to units)	Jul. 2016
Update Key Risks	Underway
Enhance Board Reporting	
Determine Content and Format	Aug. 2016
Review and Finalize Reporting Format and Frequency	Aug. 2016
Onboard Health System	
Orientation with EVP Health Affairs and Leadership Team	May 2016
Launch Health System Risk Management Network	Jul. 2016
Development of Key Risk List	Underway

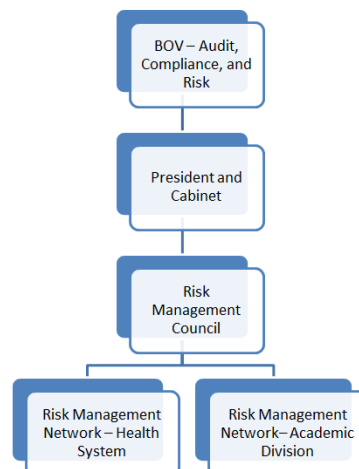
ERM FY17 Work Plan:

- **Begin new ERM cycle for Academic Division and Health System** by positioning risks in the context of the University's major objectives (strategic, operational, resources, and reputation), using the following cycle:



- **Risk cycle now tied to executive goal setting** and begins in July of each year in connection with goal setting.
- **Finalize reporting structure** focused on graphic risk portrayal and exception-based reporting.
- **Increase the role of risk owners in managing and reporting on key risk management.**
- **Fully implement parallel governance and risk management structure for Academic Division and Health System**

ERM Governance Architecture



- **Completion of all three major priorities** identified with ERM transition

UVA Audit, Compliance, and Risk Committee FY17 Work Plan

FY17 Scheduled Board of Visitors' Meetings	September 15-16 2016	December 8-9 2016	February 16-17 2017	June 8-9 2017
Oversight of UVA's Audit Department				
<p>Goal 1: Engage with UVA Health System leaders to ensure optimal coverage of strategic, operational, compliance, and enterprise risk mitigation for all elements of the University of Virginia's Health System. Ensure audit resources are appropriately balanced to address health system higher priority risks and significant projects.</p>	<p>Review summary of relevant findings of completed UVA Health System audits, project health checks, and other assurance or advisory projects (July-Aug 2016)</p> <p>Review implementation status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Health System-related work in process.</p> <p>Discuss anticipated risk-prioritized audit schedule for remainder of calendar year; confirm reprioritization of audit projects</p>	<p>Review summary of relevant findings of completed UVA Health System audits, project health checks, and other assurance or advisory projects (Sept-Nov 2016)</p> <p>Review implementation status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Health System-related work in process.</p> <p>Discuss anticipated risk-prioritized audit schedule for remainder of fiscal year; confirm reprioritization of audit projects</p>	<p>Review summary of relevant findings of completed UVA Health System audits, project health checks, and other assurance or advisory projects (Dec-Jan 2017)</p> <p>Review implementation status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Health System-related work in process.</p> <p>Discuss anticipated risk-prioritized audit schedule for remainder of fiscal year; confirm reprioritization of audit projects</p>	<p>Review summary of relevant findings of completed UVA Health System audits, project health checks, and other assurance or advisory projects (Feb-May 2017)</p> <p>Review implementation status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Health System-related work in process.</p> <p>Approve risk-prioritized audit schedule for UVA Health System projects for FY18; confirm prioritization of audit projects</p>
<p>Goal 2: Engage with relevant University leaders to ensure optimal coverage of strategic, operational, compliance, and enterprise risk mitigation for all elements of the University of Virginia's Academic Division. Ensure audit resources are appropriately balanced to address Academic Division higher priority risks and significant projects.</p>	<p>Review summary of relevant findings of completed UVA Academic Division audits, project health checks, and other assurance or advisory projects (July-Aug 2016)</p> <p>Review status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Academic Division-related work in process.</p> <p>Discuss anticipated risk-prioritized audit schedule for remainder of calendar year; confirm reprioritization of audit projects</p>	<p>Review summary of relevant findings of completed UVA Academic Division audits, project health checks, and other assurance or advisory projects (Sept-Nov 2016)</p> <p>Review status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Academic Division-related work in process.</p> <p>Discuss anticipated risk-prioritized audit schedule for remainder of calendar year; confirm reprioritization of audit projects</p>	<p>Review summary of relevant findings of completed UVA Academic Division audits, project health checks, and other assurance or advisory projects (Dec-Jan 2017)</p> <p>Review implementation status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Academic Division-related work in process.</p> <p>Discuss anticipated risk-prioritized audit schedule for remainder of fiscal year; confirm reprioritization of audit projects</p> <p>Review Audit Department Charter for continued relevance and conformance with Institute of Internal Auditors Standards; Approve any needed changes</p>	<p>Review summary of relevant findings of completed UVA Academic Division audits, project health checks, and other assurance or advisory projects (Feb-May 2017)</p> <p>Review implementation status of management's action plans for Priority 1 and Priority 2 audit findings</p> <p>Receive project status updates for UVA Academic Division-related work in process.</p> <p>Approve risk-prioritized audit schedule for the Academic Division for FY18; confirm prioritization of audit projects</p>
<p>Goal 3: Optimize Audit Department Operations</p>	<p>Review Audit Department Value Scorecard and metrics</p>	<p>Review Audit Department Value Scorecard and metrics</p>	<p>Review Audit Department Value Scorecard and metrics</p>	<p>Review Year End Summary of Audit Projects, Findings, Management Action Plans, and Value Charter Accomplishments</p>

UVA Audit, Compliance, and Risk Committee FY17 Work Plan

FY17 Scheduled Board of Visitors' Meetings	September 15-16 2016	December 8-9 2016	February 16-17 2017	June 8-9 2017
University Compliance				
Goal 1: Enhance institutional compliance oversight	NCAA Compliance Orientation (held during Meeting of the Full Board)	Receive report on completed overall compliance risk assessment with Internal Audit and University Counsel to determine which compliance areas present the greatest risk, based on the consequences of non-compliance (legal, operational, and reputational), levels of effort necessary to address regulatory changes, regulatory scrutiny, and cross-functional coordination.	Review and approve any necessary updates to the University's Code of Ethics to incorporate the expanded role of the Assistant Vice President for Compliance.	
		Receive report from AVP for Compliance on compliance self-assessment using the Federal Sentencing Guidelines' seven elements of an effective compliance program as a platform.	Receive periodic reports from AVP for Compliance and/or other compliance managers regarding the University's compliance with various requirements.	Receive periodic reports from AVP for Compliance and/or other compliance managers regarding the University's compliance with various requirements.
Goal 2: Manage specific compliance related projects	Receive status update on national search for the Medical Center's new Compliance and Privacy Officer.	Meet the Medical Center's new Compliance and Privacy Officer.	Report on work with Safety and Emergency Preparedness to establish a comprehensive training plan and schedule, including a plan by which to review and improve processes.	
	Receive written report on FY16 accomplishments of Medical Center's Compliance and Privacy Office.	Receive written report on FY17 mid-year accomplishments of Medical Center's Compliance and Privacy Office.		Receive written report on FY18 goals for the Medical Center's Compliance and Privacy Office.
Goal 3: Optimize Compliance Operations		Receive periodic updates from AVP for Compliance on UVA's compliance practices	Receive periodic updates from AVP for Compliance on UVA's compliance practices	Receive periodic updates from AVP for Compliance on UVA's compliance practices

UVA Audit, Compliance, and Risk Committee FY17 Work Plan

FY17 Scheduled Board of Visitors' Meetings	September 15-16 2016	December 8-9 2016	February 16-17 2017	June 8-9 2017
Enterprise Risk Management				
Priority 1: Reposition and enrich ERM program (ERM charter, revised framework, creation of network, update key risk list)	Update on progress made to refresh key risks for Academic Div. and Health System	Update on progress made to refresh key risks for Academic Div. and Health System	Update on progress made to refresh key risks for Academic Div. and Health System	
Priority 2: Enhance Board reporting (Visually simpler, exception based reporting structure)		ERM dashboard and exception reporting	ERM dashboard and exception reporting	ERM dashboard and exception reporting
Priority 3: Onboard Health System (enlist health system into ERM effort, create parallel risk structure, identify and consolidate risks with	Update on work done to date to onboard Health System into ERM framework	Update on work done to date to onboard Health System into ERM framework	Update on work done to date to onboard Health System into ERM framework	Update on work done to date to onboard Health System into ERM framework (if any)
Integrate ERM into University objective setting, planning, and reporting cycles (align ERM cycle with objective setting cycle, shift greater responsibility to risk owners for management and reporting)		Introduce risk owner(s) to present on key risks (Cyber security considered for Dec.)	Introduce risk owner(s) to present on key risks (as necessary)	Introduce risk owner(s) to present on key risks (as necessary)

**University of Virginia
Board of Visitors
Buildings & Grounds Work Plan**

FY2016-17

Progress Report on FY2015-16 Major Goals for the Buildings and Grounds Committee

1. Revise major capital plan development process to engage Board members earlier.
 - STATUS: Completed. Implemented revised capital approval process to more actively engage the Board of Visitors earlier and throughout the process. Projects proposed to be added to the capital master list were reviewed with the B&G Committee at the February and April meetings in advance of the approval of the Revised 2016-22 Capital Program at the June 2016 meeting.
2. Conduct an effective planning process for the Emmet/Ivy Corner and the Ivy Corridor with appropriate timeline.
 - STATUS: Completed Phase I. Ivy Corridor Strategic Planning Study initiated in January 2016. Work completed to date includes: extensive analyses of existing site conditions; development of viable programmatic scenarios and traffic improvement strategies; and presentation of physical planning options to the Board. We will continue to update the Board as work progresses and key decisions need to be approved.

Progress Report on FY2015-16 Major Goals for the Buildings and Grounds Committee

3. Examine University policy and assess plans for upper class, on-Grounds housing to support the Cornerstone Plan and explore alternative financing options with the Finance Committee.
 - STATUS: In progress. Upgrading several facilities that house upper class students (e.g., Brown College, International Residential College) to better serve students. Brandon Avenue Planning Study is in progress and will be reported to B&G at the September 2016 meeting, including plans and proposals for upper class housing. Other studies currently in progress could also include residential components (e.g., Ivy Corridor).
4. Develop short- and long-term land acquisition plans.
 - STATUS: In progress. UVA Foundation closed on four strategic properties, and entered into a long term lease with option to purchase the former Student Bookstore on the Corner which is being renovated into student activity space. Four other key properties were put under contract, with closings set for fiscal 2017.
5. Review and assess University-wide space needs and expansion requests.
 - STATUS: In progress. Completed space analyses for McIntire School of Commerce, Batten School of Leadership and Public Policy, and Darden Graduate Business School. Health System Integrated Planning Study currently underway; progress will be reported at a joint meeting of B&G and MCOB in September 2016. Initiated Academic Space Planning Study which will be completed in second quarter of FY2016-17.

FY2016-17 Major Goals for the Buildings and Grounds Committee

1. Execute major land use planning studies:
 - Approve the Ivy Corridor master plan and identify program options.
 - Approve the Brandon Avenue master plan; identify sites for upper-class housing and a student health facility; initiate programming, planning and design of housing and student health projects.
 - Approve the Ivy Mountain master plan and identify program options.
 - Initiate Athletics Precinct study.
2. Develop an aggressive action plan to advance and promote the 2016-20 Sustainability Plan and establish the University as a leader in sustainability and energy and environmental stewardship.
3. Identify, acquire and hold lands that support the academic, healthcare, research, and public outreach missions of the University.
4. Review and assess University-wide space needs and expansion plans (e.g. academic space and Health System integrated space studies)
5. Study connectivity across Grounds; identify gaps; and develop potential solutions.

FY2016-17 Key Buildings and Grounds Committee Agenda Items

Meeting	Action Items	Discussion Topics/Reports *
September 2016	<ul style="list-style-type: none"> • Naming Facilities Management Shop Support/ Office Building as Skipwith Hall • Naming Milton Access Road as Morse Franke Road • Renaming Jordan Hall as Pinn Hall • Memorial for Enslaved Laborer Artist Selection • International Residential College Renovation Project • Brandon Avenue Master Plan 	<ul style="list-style-type: none"> • Health System Integrated Planning Study (with MCOB) • Baseball Stadium Expansion Schematic Design Review • Sustainability Report • 2015-16 University Building Official Annual Report • 2015-16 Minor Capital Projects Report • Pavilion Occupancy Status
December 2016	<ul style="list-style-type: none"> • Baseball Stadium Expansion Schematic Design Approval 	<ul style="list-style-type: none"> • Ivy Stacks Expansion Schematic Design Review • Academic Space Planning Study • Ivy Corridor Study • Update on key land use planning studies • Jeffersonian Grounds Initiative (JGI)
March 2017	<ul style="list-style-type: none"> • Ivy Stacks Expansion Schematic Design Approval 	<ul style="list-style-type: none"> • Update on key land use planning studies • Proposed additions to the Capital Planning Master List • Deferred Maintenance Report
June 2017	<ul style="list-style-type: none"> • 2018-2024 Capital Program 	<ul style="list-style-type: none"> • Update on key land use planning studies • Jeffersonian Grounds Initiative (JGI)

* The following are included as written reports for each meeting: (1) major projects status report; (2) architect/engineer selection report for capital projects less than \$5 million (if applicable); (3) post-occupancy evaluations.

University of Virginia Board of Visitors Finance Committee Work Plan

2016-2017

Progress Report on Major Goals

FY2015-16

- 1. GOAL:** Develop and obtain approval for University-wide "Liquidity Policy" that addresses targeted amount of day-to-day operating cash need balanced with goal of optimizing investment of surplus cash in UVIMCO pool. This work will include establishing protocols, including approvals, for the use of earnings generated by operating investments.

STATUS: Completed. Liquidity policy approved by the Board at its November 2015 meeting
- 2. GOAL:** Develop and obtain approval for IT Security Enhancement Plan that addresses cybersecurity and other risks. Plan will address both one-time and ongoing investment required.

STATUS: Plan completed; implementation underway. IT Security Enhancement Plan reviewed with the Board at its November 2015 meeting. Necessary investments approved as part of the 2016-17 operating budget by the Board at its June 2016 meeting.
- 3. GOAL:** Develop and obtain approval for an investment plan that supports the University strategic plan for expanding research that is being developed in FY 15-16.

STATUS: In progress. The Board's Committee on Research will begin to discuss the Strategic Plan for Research at the August Retreat. Once the plan is complete and approved, we will develop a plan to support the necessary investments.

Progress Report on Major Goals

FY2015-16, continued

- 4. GOAL:** Develop and obtain approval for financing plan for Medical Center Emergency Department expansion and Bed Tower and for specific major academic and athletics projects that are approved for development.

STATUS: Several capital project business plans were approved including Medical Center Emergency Expansion and Bed Tower, Gilmer/Chemistry, and renovations to the Inn at Darden.
- 5. GOAL:** Develop standard quarterly University-wide financial reporting package that includes a key operating and financial metric dashboard for both Medical Center and Academic Division.

STATUS: Completed. Beginning with the quarter ending December 31, 2015, a consolidated quarterly report – including a dashboard summary – is prepared each quarter and provided to Board members 45 days after the close of the quarter.
- 6. GOAL:** Establish a Strategic Investment Fund to enable significant and ongoing investments to advance the Cornerstone Plan and to enhance our students' overall academic experience without passing on these costs in the form of higher tuition.

STATUS: Completed. Creation of the Strategic Investment Fund approved by the Board of Visitors at its February 2016 meeting.

Major Goals for Finance Committee FY2016-17

1. Working with the Research Committee, develop and obtain approval for an investment plan that supports the University's strategic plan for expanding research.
2. Develop a long-term strategic plan for Information Technology and continue implementation of the IT Security Enhancement Plan.
3. Develop and obtain approval of financing plans for major Academic Division, Medical Center and athletics projects that are approved for development.

Major Goals for Finance Committee FY2016-17, continued

4. Develop and implement ongoing program to track and measure investments approved for funding through the Strategic Investment Fund.
5. Capitalize on current low interest rates by pursuing opportunities to (1) refund higher rate debt and (2) refund outstanding commercial paper balances.
6. Conduct an economic impact study to quantify the economic, employment, and tax revenue impacts of the Academic Division, the Health System, and the College at Wise on the region and the Commonwealth.

Key Finance Committee Agenda Items

FY2016-17

Meeting	Action Items	Reports
September 2016	<ul style="list-style-type: none"> 2016-18 State Biennial Budget Operating Amendments 2016-2022 Revised State Six-Year Plan Strategic Investment Fund (SIF) grants 	<ul style="list-style-type: none"> 6/30/16 University Financial Report 6/30/16 UVIMCO Report Organizational Excellence Progress Report: ResearchUVA tool
December 2016	<ul style="list-style-type: none"> Research enterprise investment plan 	<ul style="list-style-type: none"> 9/30/16 Quarterly Financial Report Organizational Excellence Progress Report: SafeGrounds Update on IT Security Enhancement Plan Clery Crime Report Economic Impact Study Results
March 2017	<ul style="list-style-type: none"> Budget Amendments for General Assembly Undergraduate tuition and fees, 2017-18 Graduate tuition and fees, 2017-18 Dining and housing rates, 2017-18 	<ul style="list-style-type: none"> 12/31/16 UVIMCO Report 12/31/16 Quarterly Financial Report Organizational Excellence Progress Report: <ul style="list-style-type: none"> Ufirst (HR System Strategic Design Initiative) Finance Transformation Progress report on development of IT Strategic Plan
June 2017	<ul style="list-style-type: none"> Operating Budget, 2017-18 Capital priorities and related funding plans for specific major Academic Division, Medical Center and athletic projects 	<ul style="list-style-type: none"> 3/31/17 Quarterly Financial Report Organizational Excellence Annual Report Strategic Investment Fund annual report on status and key performance indicators of approved investments

Fiscal Year 2016

Become the safest place to receive care.

- Be Safe: Continued reductions in hospital-acquired infections, sepsis deaths
- US News #1 Hospital in Virginia
 - Top 50 Specialties: Cancer; Urology; Nephrology*
 - High Performing Specialties (top 10%): Cardiology & Heart Surgery; Diabetes & Endocrinology; Neurology & Neurosurgery; Orthopedics; and Pulmonology*
- US News #1 Children's Hospital in Virginia
 - Top 50 Specialties: Cardiology & Heart Surgery, Neonatology, Nephrology, Urology*

Be the healthiest work environment.

- BeWell: Launched pilot program for 1,200 University and Medical Center employees
- Stress Free Now for Healers: Stress reduction program for perioperative services
 - 35% mean decrease in perceived stress*
 - 18% mean increase in emotional well-being*
 - 29% decrease in burnout and emotional exhaustion*
 - 37% mean increase in vitality*

Provide exceptional clinical care.

- Top decile outcomes and complications:

<i>AAA</i>	<i>CABG/AVR</i>	<i>Hip/Knee Replacement</i>
<i>AVR</i>	<i>Colorectal Surgery</i>	<i>Trauma</i>
<i>AMI/PCI</i>	<i>Emergency General Surgery</i>	
- Top performance: 5 year survival rates:

<i>Brain Cancer</i>	<i>Genito-Urinary Cancer</i>
<i>Colorectal Cancer</i>	<i>Lung Cancer</i>

Generate biomedical discovery that better the human condition.

- Extramural grant increase to \$206M (\$126 NIH)
- 7 of 32 faculty physician-scientists recruited
- UVA Seed Fund launched, first investment in TypeZero
- Partnership with Virginia tech on Brian Initiative

Ensure value-driven and efficient stewardship of resources.

- Execute and launch Novant Health UVA Health System Joint Operating Company
- Consolidated health system financials with solid performance and operating margin

Fiscal Year 2017

Become the safest place to receive care.

- Perfect Patient Care: Model Cell Unit
- Refresh Be Safe & Big 6 Goals
- US News #1 Adult & Pediatric Hospital in Virginia

Be the healthiest work environment.

- BeWell: Phase II pilot program for 5,000 University and Medical Center employees

Provide exceptional clinical care.

- Service-Line Implementation: Integrate clinical operations and strategy around eleven patient-centered clinical service lines
- Improve tertiary/quaternary referral pattern and transition of care to medical center
- Increase adult and pediatric solid organ and bone marrow transplants

Generate biomedical discovery that better the human condition.

- Recruit 5 more faculty physician-scientists
- Launch venture capital fund

Train healthcare providers of the future to work in multi-disciplinary teams.

- Expand the A.S.P.I.R.E Program from Nursing School to Medical School

Ensure value-driven and efficient stewardship of resources.

- Epic Phase 2: Preparation for scheduling, billing, clinical systems go-live July 2017

Board of Visitors

University of Virginia

Committee on The University of Virginia's College at Wise

Committee Accomplishments

August 15, 2016

1. **Student Recruitment and Retention:** Assist Chancellor Henry and UVa-Wise College Staff with the development of strategies and initiatives to improve student recruitment and retention
 - ◆ Retained the services of TWG+, a nationally recognized higher education marketing firm, to perform search engine optimization and retargeting of UVa-Wise website
 - ◆ Acquired 100,000 high school junior and senior names from The College Board (SAT), ACT, and National Research Center for College and University Admissions; target population of students held residential status in Virginia, Kentucky, North Carolina, Tennessee, and West Virginia
 - ◆ Launched a year-round approach to prospective student outreach versus the traditional annual, summer campaign
 - ◆ Revised outreach materials to include an attractive mailer, personalized website landing page, personalized electronic messages, and a mobile-friendly application for admission
 - ◆ Implemented a paid Facebook campaign targeting Northern Virginia, Tidewater, Richmond, and Southwest Virginia, Spring 2016
 - ◆ Purchased two prominent advertisement spaces in Tri-Cities Regional Airport in Blountville, TN, March 2016
 - ◆ Placed an advertisement in The Chronicle of Higher Education's Innovative Colleges and Universities supplement, highlighting UVa-Wise's Software Engineering and Computer Science programs, May 2016
 - ◆ Placed advertisements on 30 Washington Metropolitan Authority Transportation (WMATA) buses operating in Northern Virginia, with a potential audience of 1.2 million, June 2016
 - ◆ Deployed, for the first time, two UVa-Wise graduates to two Wise County high schools as part of the Virginia College Advising Corps, August 2016
 - ◆ Refined the process for the UVA and UVa-Wise Deferred Admissions Agreement; now in its second year of implementation
 - ◆ Made significant gains in freshmen and transfer student enrollment for 2016-2017

2. **Intra-disciplinary Coordination:** Identify and facilitate coordination between operating disciplines on grounds in Charlottesville and on the Wise campus

Sample Collaborative Activities between UVA and UVa-Wise

UVA Organizational Area	Activity
Board of Visitors	<ul style="list-style-type: none"> • UVa-Wise Foundation Board Meeting, February 22, 2016, with John Macfarlane • UVa-Wise Faculty Meetings, February 22, 2016, with BOV Faculty Member Joe Garofalo • UVa-Wise Student Meetings, February 22, 2016, with BOV Student Member Daniel Judge • SCHEV Meeting, April 20, 2016, with John Macfarlane • Wise Committee Meeting and Commencement, May 6-7, 2016 with Rusty Conner, John Macfarlane, Frank Atkinson, Whittington Clement, Joe Garofalo, Daniel Judge, Phoebe Willis, Susan Harris, Debra Rinker
Office of the President	<ul style="list-style-type: none"> • Fall Convocation, August 18, 2015 with Teresa Sullivan • Bicentennial Celebration Planning, February 22, 2016, with Kari Evans • SCHEV Meeting, April 20, 2016, with Teresa Sullivan • UVa-Wise Committee Meeting and Commencement, May 6-7, 2016 with Teresa Sullivan, Susan Harris, Debra Rinker • Ongoing collaboration with University Architect, Building and Grounds, Title IX Coordinator, General Counsel’s Office, Audit Executive
Executive Vice President and Chief Operating Officer	<ul style="list-style-type: none"> • Information Technology meetings, February 22, 2016 with Ron Hutchins • UVA Finance and Operations Leadership conference call, February 10, 2016, with Pat Hogan, Colette Sheehy, Pace Lochte, Megan Lowe, Nicole Ferretti • UVA Finance and Operations Leadership conference call, August 4, 2016, with Pat Hogan, Colette Sheehy, Melody Bianchetto, and Megan Lowe • Successful initiatives: Numerous HR enhancements, UVa-Wise new 12-month payment option for faculty, participation in University Economic Impact Study
Executive Vice President and Provost	<ul style="list-style-type: none"> • School of Continuing and Professional Studies, December 1, 2015, with Dean Steven Laymon • Virginia College Advising Corps, February 2016, with Joy Pugh • UVa-Wise Faculty Meetings, February 22, 2016, with Faculty Senate Chair, Nina Solenski • Take Back the Night, April 7, 2017, with keynote speaker Anne M.

	<p>Coughlin, UVA Law Professor</p> <ul style="list-style-type: none"> • SCHEV Meeting, April 20, 2016, with Dave Wolcott • Office of the EVP and Provost, August 8-9, 2016, with Archie Holmes, Delores Roberts • UVA Library Faculty and Staff, August 8-9, 2016, with Regina Carter, David Griles, Jill Stover Heinze, Stephanie Hunter, Bryan Kasik, Douglas Moseley, Robin Ruggaber, Regina Rush, Karen Shriver, Curator, Lucie Stylianopoulos, Jane Walker, Penny White, Elizabeth Wilkinson, • College of Arts and Sciences, August 8-9, 2016, with Shu-Chen Chen, Tsetan Nepali • Batten School conference call, August 10, 2016, with Dean Allan Stam and Craig Volden (visit planned on September 27, 2016) • Ongoing collaboration with Sean Carr, Executive Director, Batten Institute for Entrepreneurship and Innovation (visit to Wise planned)
<p>Vice President for Advancement</p>	<ul style="list-style-type: none"> • ADVANCE Training, March 9, 2016, with Bei Chen, Laura Phillips, Abigail Rice • Major Gift Discussion & “Meet and Greet” with UVa-Wise Development Staff, April 20, 2016, with Mark Luellen • Engagement and Annual Giving meeting, June 28, 2016 with Cindy Fredrick and Ann Lawrence Grasty • New initiatives: Participation from Donna Henry in the Provost’s Development Forum; presentation by UVa-Wise College Board Chair Marcia Gilliam and Donna Henry at Council of Foundations meeting, March 30, 2016

3. **Regional Economic Development:** Study feasibility of extension of Charlottesville programs to Wise

- ◆ Hosted Congressman Morgan Griffith’s **Symposium on the Future of Coal-focused Technology, Innovation and Industry**, April 4, 2016; Guest speaker included David Mohler, Deputy Assistant Secretary of the Office of Fossil Energy at the U.S. Department of Energy
- ◆ Hosted the first of its kind **Southwest Virginia 2016 Economic Forum**, May 12, 2016; Speakers included Matt Erskine, Deputy U.S. Assistant Secretary of Commerce for Economic Development, Economic Development Administration (EDA); and Virginia Secretary of Education Anne Holton; 330 participants representing healthcare, education, and private industry with a follow-up meeting planned on August 24, 2016

- ◆ Selected as a partner in the **White House's South Central Appalachian TechHire** initiative, a joint effort by the Appalachian Regional Commission, UVA-Wise, and private sector employers to develop a world-class ecosystem of tech talent in the heart of Appalachia, June 27, 2016
- ◆ Acquired the **Oxbow Center** building in St. Paul, Virginia, a 14,000 square foot building expected to host the first technology accelerator in Southwest Virginia, July 14, 2016
- ◆ Hosted **Governor McAuliffe's Roundtable on Unmanned Aerial Systems and Cybersecurity**, July 22, 2016
- ◆ Signed a Memorandum of Understanding with **MACH37 Cyber Accelerator** at the Center for Innovative Technology (CIT) that will strengthen the cybersecurity industry and create new cyber jobs, internships, and educational programs in the Southwest Virginia
- ◆ Instrumental in attracting two firms to Wise: **DP Facilities and Frontier Secure**, together bringing 500+ jobs to Wise
- ◆ Continued engagement with UVA's MedMatch program, Student Entrepreneurship programs, and Darden I-Lab

Board of Visitors

University of Virginia

Committee on The University of Virginia's College at Wise

Proposed Work Plan for FY 2017

1. **Student Recruitment and Retention:** Assist Chancellor Henry and UVa-Wise College Staff with the development of strategies and initiatives to improve student recruitment and retention
2. **Regional Economic Development:** Study feasibility of extension of Charlottesville programs to Wise
3. **Wise Affordability (New):** Continue to identify opportunities to promote affordability and access for UVa-Wise students
4. **Intra-disciplinary Coordination:** Identify and facilitate coordination between operating disciplines on grounds in Charlottesville and on the Wise campus
5. **Committee/Board Suggestion(s)?**