

Six-Year Plans - Part I (2013): 2014-16 through 2018-20
University of Virginia
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2014-2020)," please provide title to identify strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." Please use this title to identify a more detailed description of the strategy in the separate Word document.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)											Biennium 2016-2018 (7/1/16-6/30/18)	Biennium 2018-2020 (7/1/18-6/30/20)			
	Biennium 2014-2016 (7/1/14-6/30/16)						Biennium 2016-2018 (7/1/16-6/30/18)									
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation											Strategies	Strategies	
			2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)							
Amount			Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase							
1	Enrollment Growth	E1, E6	Incremental:	\$5,156,600	\$4,729,600	\$12,218,560	\$10,142,560	\$8,553,815	\$7,009,768	\$16,705,560	\$12,780,192	Continue Board approved enrollment growth plan.	Complete Board approved enrollment growth in 2018-19.			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
2	Faculty: Compensation	D	Incremental:	\$12,234,000	\$5,188,000	\$25,218,000	\$10,622,000	\$8,948,130	\$2,932,810	\$27,269,426	\$6,004,928	Continue Board approved faculty compensation plan. Measure salary averages by rank against 20th rank among AAU institutions and adjust plan accordingly.	Maintain competitive faculty compensation			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$3,466,000	\$0	\$6,932,000	\$0	\$3,466,000	\$0	\$5,766,516	\$0			\$0		
3	Staff: Compensation	D	Incremental:	\$9,117,000	\$3,915,000	\$18,294,000	\$7,948,000	\$7,621,123	\$3,264,600	\$15,437,989	\$6,627,138	Staff: Compensation	Staff: Compensation			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
4	Faculty: Start-Up Packages	D, E1, E6, E8	Incremental:	\$7,000,000	\$0	\$14,000,000	\$0	\$0	\$0	\$7,000,000	\$0	Faculty: Start-Up Packages	Faculty: Start-Up Packages			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$9,698,076	\$0	\$22,538,130	\$0	\$6,132,919	\$0	\$17,260,000	\$0			\$0		
5	Affordable Access: Undergraduate Student Financial Aid (AccessUVA)	A, E5	Incremental:	see below	see below	see below	see below	see below	see below	see below	see below	Affordable Access: Undergraduate Student Financial Aid (AccessUVA)	Affordable Access: Undergraduate Student Financial Aid (AccessUVA)			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
6	Student Success: Total Advising	D, E3, E5, E6, E8, E10, E12	Incremental:	\$0	\$0	\$0	\$0	\$1,600,000	\$0	\$1,720,000	\$0	Student Success: Total Advising	Student Success: Total Advising			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000	\$0			\$0		
7	Research & Economic Development: Pan-University Research Priorities	E8, E10, E11, E13	Incremental:	\$0	\$0	\$0	\$0	\$500,000	\$0	\$4,830,000	\$0	Research & Economic Development: Pan-University Research Priorities	Research & Economic Development: Pan-University Research Priorities			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
8	Research & Economic Development: Medical Translational Research	E8	Incremental:	\$4,000,000	\$0	\$4,000,000	\$0	\$0	\$0	\$4,000,000	\$0	Research & Economic Development: Medical Translational Research	Research & Economic Development: Medical Translational Research			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
9	Research & Economic Development: Innovation Ecosystem	E8, E12	Incremental:	\$8,000,000	\$0	\$8,000,000	\$0	\$0	\$0	\$8,000,000	\$0	Research & Economic Development: Innovation Ecosystem	Research & Economic Development: Innovation Ecosystem			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$2,500,000	\$0			\$0		
10	Quality Enhancement: Self-Supporting Programs	E13	Incremental:	\$704,166	\$704,166	\$358,116	\$358,116	\$1,694,470	\$0	\$2,144,151	\$0	Quality Enhancement: Self-Supporting Programs	Quality Enhancement: Self-Supporting Programs			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
11	Student Success: Student-Faculty Engagement	D	Incremental:	\$0	\$0	\$0	\$0	\$250,000	\$0	\$910,000	\$0	Student Success: Student-Faculty Engagement	Student Success: Student-Faculty Engagement			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$380,000	\$0			\$0		
12	Student Success: Technology-Enhanced Instruction	C, E1, E6, E10	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	Student Success: Technology-Enhanced Instruction	Student Success: Technology-Enhanced Instruction			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
13	Institutional Collaboration: The Virginia Community College System (VCCS)	E1, E2, E3, E4, E6, E7, E10, E13	Incremental:	\$129,323	\$129,323	\$240,243	\$240,243	\$148,826	\$71,250	\$213,511	\$135,935	Institutional Collaboration: The Virginia Community College System (VCCS)	Institutional Collaboration: The Virginia Community College System (VCCS)			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$42,977	\$42,977	\$42,977	\$42,977	\$77,576	\$0	\$77,576	\$0			\$0		
14	Efficiency and Continuous Improvement	B, E9, E12	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Efficiency and Continuous Improvement	Efficiency and Continuous Improvement			
			Savings:	-\$8,818,845	\$0	-\$17,637,689	\$0	-\$10,300,892	\$0	-\$17,637,689	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
15	Research & Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)	E13	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Research & Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)	Research & Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
16	Student Success: Serving Virginia's Veterans and Military through Collaboration	E1, E2, E3, E6, E7, E10, E13	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000	\$0	Student Success: Serving Virginia's Veterans and Military through Collaboration	Student Success: Serving Virginia's Veterans and Military through Collaboration			
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0		
Total 2014-2016 Costs																
Incremental (Included in Financial Plan line 61)				\$46,341,089	\$14,666,089	\$82,328,918	\$29,310,919	\$29,316,364	\$13,278,428	\$89,405,637	\$25,548,193					
Savings				-\$8,818,845	\$0	-\$17,637,689	\$0	-\$10,300,892	\$0	-\$17,637,689	\$0					
Reallocation				\$13,207,053	\$42,977	\$29,513,107	\$42,977	\$12,676,495	\$0	\$26,064,092	\$0					

Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need
 2014-2016 Biennium
 (Assuming No Additional General Fund)

Items	2014-2015		2015-2016		2014-2015 (Revised)		2015-2016 (Revised)	
	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase
Total Incremental Cost from Academic Plan³	\$46,341,089	\$14,666,089	\$82,328,918	\$29,310,919	\$29,316,364	\$13,278,428	\$89,405,637	\$25,548,193
Increase Faculty Salaries ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Faculty Salary Increase Rate ⁴	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%
Increase Staff Salaries ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Staff Salary Increase Rate (for University Staff)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Increase Number of Full-Time Faculty ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Full-Time Faculty ² (FTE)	16.00	0.00	33.00	0.00	24.00	0.00	41.00	0.00
Increase Number of Part-Time Faculty ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Part-Time Faculty ² (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Increase Number of Support Staff (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Support Staff (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Library Enhancement (\$)	\$875,000	\$875,000	\$1,750,000	\$1,750,000	\$1,200,000	\$0	\$900,000	\$0
Library Enhancement (FTE)	2.00	2.00	4.00	4.00	2.00	0.00	2.00	0.00
Technology Enhancement (\$)	\$900,000	\$900,000	\$1,200,000	\$1,200,000	\$1,150,000	\$0	\$600,000	\$0
Technology Enhancement (FTE)	4.00	4.00	4.00	4.00	4.00	0.00	4.00	0.00
O&M for New Facilities (\$)	\$2,927,100	\$2,055,600	\$3,016,900	\$2,113,300	\$2,837,100	\$1,522,900	\$3,359,900	\$1,321,522
O&M for New Facilities (FTE)	11.90	8.90	11.90	8.90	0.00	0.00	0.00	0.00
Utility Cost Increase	\$1,142,000	\$1,142,000	\$2,318,000	\$2,318,000	\$115,000	\$115,000	\$959,000	\$959,000
NGF share of state authorized salary increase/bonus	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe/health insurance benefits increase	\$13,873,000	\$5,270,793	\$19,150,000	\$7,323,421	\$9,849,333	\$3,272,982	\$14,692,051	\$4,488,747
VRS increase	\$3,300,000	\$1,253,775	\$3,300,000	\$1,262,000	\$9,400,000	\$3,123,666	\$1,000,000	\$305,522
Additional In-State Student Financial Aid From Tuition Revenue - UGrad + Grad	\$751,000	\$751,000	\$2,216,000	\$2,216,000	\$3,049,912	\$3,049,912	\$2,800,000	\$2,800,000
Others (Specify, insert lines below)								
Additional Out-of-State Student Financial Aid From Tuition Revenue - UGrad + Grad	\$1,865,000	\$1,865,000	\$4,853,000	\$4,853,000	\$3,063,330	\$3,063,330	\$4,100,000	\$4,100,000
Unavoidable contractual costs	\$100,000	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$200,000	\$200,000
Deferred Maintenance	\$1,500,000	\$1,500,000	\$3,000,000	\$3,000,000	\$-	\$-	\$1,500,000	\$1,500,000
Total Additional Funding Need	\$73,574,189	\$30,379,256	\$123,332,818	\$55,546,640	\$60,081,039	\$27,526,218	\$119,516,588	\$41,222,984

Notes:

(1) Enter staff FTE change over the FY2014 level in appropriate columns.

(2) If planned, enter the cost of any institution-wide increase.

(3) Please ensure that these items shall not be double counted if they are already included in the incremental cost of the academic plan.

(4) Enter planned annual faculty salary increase rate in Cells F63, G63, H63, and I63. Any salary increase entered here will be cou when calculating the gap to reach the 60th percentile in the future.

Six-Year Plans - Part I (2013): 2014-16 through 2018-20
University of Virginia

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	Revised																	
	2012-2013 (Actual)		2013-2014 (Estimated)			2014-2015 (Planned)			2015-2016 (Planned)			2013-14 (Est.)	2014-2015 (Estimate)			2015-2016 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs																		
Undergraduate, In-State *	\$10,066	\$110,045,000	\$10,460	3.9%	\$118,324,000	\$10,931	4.5%	\$127,300,000	\$11,423	4.5%	\$137,071,000	\$115,574,000	\$10,932	4.5%	\$130,056,000	\$11,424	4.5%	\$137,001,212
Undergraduate, Out-of-State *	\$36,078	\$167,775,000	\$37,846	4.9%	\$176,274,000	\$39,549	4.5%	\$185,577,000	\$41,329	4.5%	\$195,469,000	\$179,133,000	\$40,118	6.0%	\$194,992,000	\$41,924	4.5%	\$204,310,255
Graduate, In-State	\$13,722	\$34,874,000	\$14,262	3.9%	\$35,941,000	\$14,902	4.5%	\$37,301,000	\$15,571	4.5%	\$38,714,000	\$34,116,000	\$14,612	2.5%	\$38,240,000	\$15,268	4.5%	\$39,745,000
Graduate, Out-of-State	\$23,728	\$62,792,000	\$24,268	2.3%	\$70,482,000	\$24,904	2.6%	\$72,454,000	\$25,557	2.6%	\$74,484,000	\$71,638,000	\$24,852	2.4%	\$75,502,000	\$25,504	2.6%	\$76,906,000
Law, In-State	\$44,420	\$14,980,000	\$45,862	3.2%	\$14,882,000	\$47,656	3.9%	\$15,473,000	\$49,511	3.9%	\$16,087,000	\$15,839,000	\$49,694	8.4%	\$14,078,000	\$51,628	3.9%	\$14,650,000
Law, Out-of-State	\$49,420	\$38,623,000	\$50,862	2.9%	\$39,568,000	\$52,656	3.5%	\$40,965,000	\$54,511	3.5%	\$42,411,000	\$38,587,000	\$52,694	3.6%	\$39,517,000	\$54,550	3.5%	\$41,081,000
Medicine, In-State	\$41,226	\$13,747,000	\$42,776	3.8%	\$13,671,000	\$43,627	2.0%	\$14,012,000	\$44,495	2.0%	\$14,337,000	\$14,418,000	\$43,416	1.5%	\$13,950,000	\$44,280	2.0%	\$13,943,000
Medicine, Out-of-State	\$51,330	\$13,836,000	\$53,238	3.7%	\$16,365,000	\$54,292	2.0%	\$16,748,000	\$55,366	2.0%	\$17,119,000	\$15,329,000	\$54,024	1.5%	\$16,633,000	\$55,093	2.0%	\$16,996,000
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$34,296,000			\$34,428,000			\$34,671,000			\$34,922,000	\$35,312,000			\$34,932,000			\$35,630,640
Total E&G Revenue - Gross		\$490,968,000			\$519,935,000			\$544,501,000			\$570,614,000	\$519,946,000			\$557,900,000			\$580,263,107
Total E&G Revenue - Net of Financial Aid		\$428,822,000			\$455,150,000			\$475,125,000			\$496,666,000	\$443,959,242			\$475,800,000			\$491,263,107
Auxiliary Program																		
Mandatory Non-E&G Fees																		
Undergraduate	\$1,940		\$1,998	3.0%		\$2,041	2.2%		\$2,069	1.4%			\$2,066	3.4%		\$2,097	1.5%	
Graduate	\$1,940		\$1,998	3.0%		\$2,041	2.2%		\$2,069	1.4%			\$2,066	3.4%		\$2,097	1.5%	
Law	\$1,980		\$2,038	2.9%		\$2,081	2.1%		\$2,109	1.3%			\$2,106	3.3%		\$2,138	1.5%	
Medicine	\$1,992		\$2,050	2.9%		\$2,093	2.1%		\$2,121	1.3%			\$2,118	3.3%		\$2,150	1.5%	
Dentistry	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
PharmD	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Total Auxiliary Revenue (ALL including room and board)	\$192,057,000				\$200,415,000			\$206,427,000			\$210,556,000	\$0			\$0			\$0
Total Tuition and Fees																		
Undergraduate, In-State	\$12,006		\$12,458	3.8%		\$12,972	4.1%		\$13,492	4.0%			\$12,998	4.3%		\$13,521	4.0%	
Undergraduate, Out-of-State	\$38,018		\$39,844	4.8%		\$41,590	4.4%		\$43,398	4.3%			\$42,184	5.9%		\$44,021	4.4%	
Graduate, In-State	\$15,662		\$16,260	3.8%		\$16,943	4.2%		\$17,640	4.1%			\$16,678	2.6%		\$17,365	4.1%	
Graduate, Out-of-State	\$25,668		\$26,266	2.3%		\$26,945	2.6%		\$27,626	2.5%			\$26,918	2.5%		\$27,601	2.5%	
Law, In-State	\$46,400		\$47,900	3.2%		\$49,737	3.8%		\$51,620	3.8%			\$51,800	8.1%		\$53,766	3.8%	
Law, Out-of-State	\$51,400		\$52,900	2.9%		\$54,737	3.5%		\$56,620	3.4%			\$54,800	3.6%		\$56,688	3.4%	
Medicine, In-State	\$43,218		\$44,826	3.7%		\$45,720	2.0%		\$46,616	2.0%			\$45,534	1.6%		\$46,430	2.0%	
Medicine, Out-of-State	\$53,322		\$55,288	3.7%		\$56,385	2.0%		\$57,487	2.0%			\$56,142	1.5%		\$57,242	2.0%	
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
PharmD, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
PharmD, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Student Financial Aid (Program 108)		\$62,146,000			\$64,785,000			\$69,376,000			\$73,948,000	\$75,986,758			\$82,100,000			\$89,000,000
Sponsored Programs (Program 110)		\$286,409,000			\$277,578,000			\$274,959,000			\$276,826,000	\$270,583,286			\$276,512,000			\$278,104,000
Unique Military Activities		\$0			\$0			\$0			\$0	\$0			\$0			\$0
Workforce Development		\$0			\$0			\$0			\$0	\$0			\$0			\$0
Other (Specify)		\$0			\$0			\$0			\$0	\$0			\$0			\$0

* THE FINANCIAL PLAN IS BUILT ON PRELIMINARY GUIDANCE FROM THE FINANCE COMMITTEE OF THE BOARD OF VISITORS FOR FY16 UNDERGRADUATE TUITION INCREASES THAT WILL FALL WITHIN THE RANGE OF 3.5% TO 4.5%. THE BOARD HAS A SUBCOMMITTEE OF THE FINANCE COMMITTEE WORKING ON A SUSTAINABLE FINANCIAL MODEL FOR THE UNIVERSITY THAT WILL PROMOTE AFFORDABLE EXCELLENCE.

Six-Year Plans - Part I (2013): 2014-16 through 2018-20
University of Virginia

FINANCIAL AID PLAN

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

2012-13 (Estimated)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$110,045,000	\$16,932,000	15.4%	\$16,932,000
Undergraduate, Out-of-State	\$167,775,000	\$23,231,000	13.8%	\$23,231,000
Graduate, In-State	\$34,874,000	\$6,003,000	17.2%	\$6,003,000
Graduate, Out-of-State	\$62,792,000	\$24,909,000	39.7%	\$24,909,000
First Professional, In-State	\$28,727,000	\$2,312,000	8.0%	\$2,312,000
First Professional, Out-of-State	\$52,459,000	\$6,931,000	13.2%	\$6,931,000
Total	\$456,672,000	\$80,318,000	17.6%	\$80,318,000
Total from Finance-T&F worksheet	\$490,968,000	\$62,146,000	12.7%	
In-State Sub-Total	\$173,646,000	\$25,247,000	14.5%	\$25,247,000

See Note A
 See Note A
 See Note B
 See Note B
 See Note B
 See Note B

2013-14 (Planned)

2013-14 Actual (Revised)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$118,324,000	\$17,800,000	15.0%	\$17,800,000	\$115,574,000	\$14,815,422	12.8%	\$14,815,422
Undergraduate, Out-of-State	\$176,274,000	\$24,900,000	14.1%	\$24,900,000	\$179,133,000	\$19,536,042	10.9%	\$19,536,042
Graduate, In-State	\$35,941,000	\$6,239,000	17.4%	\$6,239,000	\$34,116,000	\$5,470,441	16.0%	\$5,470,441
Graduate, Out-of-State	\$70,482,000	\$25,476,000	36.1%	\$25,476,000	\$71,638,000	\$26,725,736	37.3%	\$26,725,736
First Professional, In-State	\$28,553,000	\$2,393,000	8.4%	\$2,393,000	\$30,257,000	\$2,364,225	7.8%	\$2,364,225
First Professional, Out-of-State	\$55,933,000	\$7,161,000	12.8%	\$7,161,000	\$53,916,000	\$7,074,892	13.1%	\$7,074,892
Total	\$485,507,000	\$83,969,000	17.3%	\$83,969,000	\$484,634,000	\$75,986,758	15.7%	\$75,986,758
Total from Finance-T&F worksheet	\$519,935,000	\$64,785,000	12.5%		\$519,946,000	\$75,986,758	14.6%	
In-State Sub-Total	\$182,818,000	\$26,432,000	14.5%	\$26,432,000	\$179,947,000	\$22,650,088	12.6%	\$22,650,088
Additional In-State	\$9,172,000	\$1,185,000	12.9%	\$1,185,000	\$6,301,000	-\$2,596,912	-41.2%	\$22,650,088

See Note A, Note C
 See Note A, Note C
 See Note B
 See Note B
 See Note B
 See Note B
 See Note C

2014-15 (Planned)					2014-15 Estimate (Revised)				
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	
Undergraduate, In-State	\$127,300,000	\$18,200,000	14.3%	\$18,200,000	\$130,056,000	\$18,500,000	14.2%	\$18,500,000	See Note A, Note C
Undergraduate, Out-of-State	\$185,577,000	\$25,900,000	14.0%	\$25,900,000	\$194,992,000	\$24,500,000	12.6%	\$24,500,000	See Note A, Note C
Graduate, In-State	\$37,301,000	\$6,519,000	17.5%	\$6,519,000	\$38,240,000	\$5,400,000	14.1%	\$5,400,000	See Note B
Graduate, Out-of-State	\$72,454,000	\$26,144,000	36.1%	\$26,144,000	\$75,502,000	\$26,500,000	35.1%	\$26,500,000	See Note B
First Professional, In-State	\$29,485,000	\$2,464,000	8.4%	\$2,464,000	\$28,028,000	\$1,800,000	6.4%	\$1,800,000	See Note B
First Professional, Out-of-State	\$57,713,000	\$7,358,000	12.7%	\$7,358,000	\$56,150,000	\$5,400,000	9.6%	\$5,400,000	See Note B
Total	\$509,830,000	\$86,585,000	17.0%	\$86,585,000	\$522,968,000	\$82,100,000	15.7%	\$82,100,000	
Total from Finance-T&F worksheet	\$544,501,000	\$69,376,000	12.7%		\$557,900,000	\$82,100,000	14.7%		
In-State Sub-Total	\$194,086,000	\$27,183,000	14.0%	\$27,183,000	\$196,324,000	\$25,700,000	13.1%	\$25,700,000	
Additional In-State	\$11,268,000	\$751,000	6.7%	\$751,000	\$16,377,000	\$3,049,912	18.6%	\$3,049,912	
Additional In-State from Financial Plan		\$751,000	#DIV/0!			\$3,049,912			

2015-16 (Planned)					2015-16 Planned (Revised)				
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	
Undergraduate, In-State	\$137,071,000	\$19,300,000	14.1%	\$19,300,000	\$137,001,212	\$21,100,000	15.4%	\$21,100,000	See Note A, Note C
Undergraduate, Out-of-State	\$195,469,000	\$28,000,000	14.3%	\$28,000,000	\$204,310,255	\$27,900,000	13.7%	\$27,900,000	See Note A, Note C
Graduate, In-State	\$38,714,000	\$6,812,000	17.6%	\$6,812,000	\$39,745,000	\$5,600,000	14.1%	\$5,600,000	See Note B
Graduate, Out-of-State	\$74,484,000	\$26,830,000	36.0%	\$26,830,000	\$76,906,000	\$27,000,000	35.1%	\$27,000,000	See Note B
First Professional, In-State	\$30,424,000	\$2,536,000	8.3%	\$2,536,000	\$28,593,000	\$1,800,000	6.3%	\$1,800,000	See Note B
First Professional, Out-of-State	\$59,530,000	\$7,560,000	12.7%	\$7,560,000	\$58,077,000	\$5,600,000	9.6%	\$5,600,000	See Note B
Total	\$535,692,000	\$91,038,000	17.0%	\$91,038,000	\$544,632,467	\$89,000,000	16.3%	\$89,000,000	
Total from Finance-T&F worksheet	\$570,614,000	\$73,948,000	13.0%		\$580,263,107	\$89,000,000	15.3%		
In-State Sub-Total	\$206,209,000	\$28,648,000	13.9%	\$28,648,000	\$205,339,212	\$28,500,000	13.9%	\$28,500,000	
Additional In-State	\$12,123,000	\$1,465,000	12.1%	\$1,465,000	\$9,015,212	\$2,800,000	31.1%	\$2,800,000	
Additional In-State from Financial Plan		\$2,216,000	#DIV/0!			\$2,800,000			

Note A: Tuition revenue is used for financial aid; however, the University does not separately track a tuition dollar paid to where it is expended. All undergraduate tuition revenues are collected into a 0300 revenue project, then the amount required for financial aid is transferred to program 108. The University is committed to the principle that in-state undergraduates will pay for in-state undergraduate financial aid, while out-of-state undergraduates will pay for out-of-state undergraduate financial aid.

Note B: The University does not separately track a tuition dollar paid to where it is expended. In addition, financial aid for graduate students is not awarded strictly on the basis of need (although most all graduate students are needy since they are normally independent students), but rather it is packaged so as to attract the very best students. Graduate teaching assistants (GTA) and graduate research assistants (GRA) who perform work for the University receive financial support from tuition. For GTAs (regardless of residency), financial aid from tuition covers 100% of the cost of in-state tuition and fees. For GRAs (regardless of residency), the underlying grant covers 100% of the cost of in-state tuition and fees. For all out-of-state GTAs and GRAs, financial aid from tuition covers the differential between in-state T&F and out-of-state T&F. Gross tuition revenue from graduate students is distorted by the inclusion of Graduate Business (Darden) and graduate programs in the McIntire School of Commerce, which are high tuition programs with virtually no tuition-funded financial aid.

Note C: The actual allocation of financial aid to in-state and out-of-state undergraduates **from tuition** is dependent on other sources available for undergraduate financial aid. Total financial aid allocated to undergraduates through AccessUVa did NOT decline, just the portion that was required to be funded from tuition revenues. We maximize all other sources of funding for our comprehensive financial aid plan first, then fill any remaining gap to meet 100% of need from tuition. Therefore, depending on the availability of other sources, the amount from tuition may vary. Traditionally we have more "other" sources available for in-state.

PART II

University of Virginia

A. Institutional Mission

The University of Virginia's mission is reflected in its *Mission Statement*. As part of its ongoing strategic planning process, the University revised its mission statement in 2013. SCHEV approved the mission statement on January 24, 2014, to be effective 30 days following adjournment of the 2014 General Assembly.

Purpose

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

We are defined by:

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

B. Strategies

The University of Virginia undertook a strategic planning process, and submitted a final strategic plan to the Board of Visitors in November 2013. The Board of Visitors approved the five “Pillars” of the Cornerstone Plan which will serve as University goals. The five pillars and a description of each are included below, followed by descriptions of Six-Year Plan strategies.

While many Six-Year Plan strategies are not explicitly included in the Cornerstone Plan – which, by nature, will encompass a broader view of the University – the strategies include representative initiatives of the University that further the goals of the Higher Education Opportunity Act (HEOA) and the pillars of the Cornerstone Plan.

CORNERSTONE PLAN

Pillar #1 – Extend and Strengthen the University’s Distinctive Residential Culture

The University will target for investment programs that reinforce its cohesive yet increasingly diverse academic community, encourage frequent faculty-student interactions, promote student self-governance, and emphasize leadership, student research, experiential learning, and public service. It also will concentrate on areas such as advising that fall short of student expectations and support a virtual residential experience that includes non-traditional adult students and alumni.

Pillar #2 – Strengthen the University’s Capacity to Advance Knowledge and Serve the Commonwealth of Virginia, the Nation, and the World through Research, Scholarship, Creative Arts, and Innovation

The University will identify areas where its strengths intersect with new disciplines and technologies. This is essential in an age where solving the great challenges requires multiple perspectives. An important priority will be to leverage current talent and new faculty hiring opportunities to focus research strategically and build interdisciplinary scholarship and research that will contribute to the important issues facing the Commonwealth, the nation, and the world. The University will create high-potential cross-Grounds initiatives in areas of critical intellectual significance, particularly where they overlap with the needs of the Commonwealth; engage corporate, government, and academic partners in these efforts; and develop a new process for periodic sunset review of all centers, institutes, and other units.

Pillar #3 – Provide Educational Experiences that Deliver New Levels of Student Engagement

The University will enhance a broad range of high-impact educational experiences that encourage students to internalize knowledge and make it their own. This may include conducting meaningful research with faculty members, service learning, entrepreneurial experiences, internships, and learning to see the world through a global lens.

Pillar #4 – Assemble and Support a Distinguishing Faculty

A high-quality faculty characterizes dynamic institutions and is essential to the missions of teaching, research, patient care, and public service. It is the starting point for a virtuous cycle, fueled by innovation, that leads to better undergraduate and graduate students, increased research funding, and more engaged and committed alumni. Accordingly, the generational turnover in faculty, while providing

a remarkable opportunity to remake the University, must be managed with utmost care. The strategic plan will provide a framework for assembling a distinctive faculty best suited to fulfill the University's aspirations as a collegiate research university and equipped to use its scale for advantage. This is a faculty that welcomes collaboration and that combines a commitment to innovation in education with intellectual leadership.

Pillar #5 – Steward the University's Resources to Promote Academic Excellence and Affordable Access

The first four pillars of this plan take as their starting point the University's advantages as a collegiate research university and build on them to further enrich the residential student experience and support faculty excellence. This last pillar of the plan is devoted to financial and organizational strategies required to achieve these goals. In the process, it will demonstrate that academic excellence and affordable access are not only compatible, but also complementary. The University will achieve its goals of academic excellence and affordable access by promoting a culture of excellence and maintaining an intense focus on wise stewardship of all its resources (human, financial, facilities, technology, etc.)

SIX-YEAR PLAN STRATEGIES

Priority 1 – Enrollment Growth

To increase enrollment of Virginia students, implement BOV-approved plan for enrollment growth with approximately 33 to 40 percent of growth targeted in STEM-H disciplines. Undergraduate on-Grounds enrollment growth targets are 256 in 2014-15 (over 2013-14) and 280 in 2015-16 (over 2014-15) for a total growth of 536 students over the 2014-16 biennium. Based on acceptances received to date, the projected on-Grounds enrollment growth in 2014-15 will be 376 (over 2013-14), exceeding the target by 120. The University's current undergraduate enrollment growth plan extends to 2018-19. For 2014-16, the on-Grounds graduate and professional enrollment growth is estimated to be 199 students.

Note: The University's enrollment growth plan is contingent upon receiving the appropriate state share of funding per Virginia student.

TJ21 OBJECTIVES: E1, E6

PILLARS: 1

Priority 2 – Faculty: Compensation

To increase quality and enhance recruitment and retention, implement BOV's four-year plan to address the competitiveness of faculty salaries. The University, along with other institutions of higher learning, faces a dramatic generational turnover in faculty during the coming decade. To approach the generational turnover from a position of strength, the University will improve the average faculty salary at each rank to the 20th position of its Association of American Universities (AAU) peers. Assuming that these peers will raise their average faculty salary by three percent each year, the University projects that it can attain the 20th rank with annual merit-based increases for continuing faculty of 4.75 percent.

TJ21 OBJECTIVES: D

PILLARS: 4

Priority 3 – Staff: Compensation

To increase quality and enhance recruitment and retention, improve compensation for University and classified staff. The long-term plan is to move to competitive ranges for all University staff. Total incremental costs assume no state-authorized salary increase for classified staff since instructions direct institutions to assume no incremental general funds. A three percent BOV-authorized merit increase for University staff and administrative/professional faculty is included in the budget for the two-year period.

TJ21 OBJECTIVES: D

PILLARS: 5

Priority 4 – Faculty: Start-Up Packages

To increase degree production in STEM-H disciplines, implement plan to provide sufficient start-up packages and space to accommodate new STEM-H faculty associated with enrollment growth and retirement turnover.

At a research university like U.Va., the costs associated with the recruitment of STEM-H faculty go beyond salary and fringe benefits. Such faculty require start-up packages which support the renovation of laboratories, purchase of equipment, hiring of research staff, and training of graduate students, among others, while the research program is being established. It is the expectation that, within a few years, extramural funding will provide support for ongoing costs. Start-up packages do not include base salary support or signing bonuses for faculty.

TJ21 OBJECTIVES: D, E1, E6, E8

PILLARS: 4

Priority 5 – Affordable Access: Undergraduate Student Financial Aid (AccessUVa)

The University of Virginia's Board of Visitors authorized AccessUVa in February 2004 to ensure that an undergraduate education at the University would be available to all students regardless of their financial circumstances. The program has been successful in increasing socioeconomic diversity, reducing student loan debt and meeting 100 percent of need for all of the University's undergraduate students. This program continues to bring the University significant recognition as the premier need-based aid program for a public institution in the United States.

The University engaged an external consultant in 2012 to review the current AccessUVa program to help us focus on long-term financial sustainability. As a result of this study, in August 2013 the University affirmed the foundational tenets of AccessUVa – offering 100% of financial need to all undergraduates through need-blind admissions; made administrative changes; and, after considering several options, capped need-based loans for low-income in-state students at \$3,500 annually and for low-income out-of-state students at \$7,000 annually. The need-based loan cap for all other students with need is \$7,000 annually.

Section C includes additional information on the structure of AccessUVa and how aid is distributed to families of different income levels.

Note: Incremental costs for in-state students are included in the “Additional In-State Student Financial Aid From Tuition Revenue - UGrad and Grad” line item in the “Academic and Financial Plan.” Incremental costs for out-of-state students are included in the “Additional Out-of-State Student Financial Aid From Tuition Revenue - UGrad and Grad” line item in the “Academic and Financial Plan.”

TJ21 OBJECTIVES: A, E5

PILLARS: 5

Priority 6 – Student Success: Total Advising

To improve retention and graduation rates, the University will pioneer “total advising,” a multidimensional process that combines high-quality academic advising, career advising, and coaching, includes an online portfolio, and capitalizes on relationships with U.Va. alumni.

Supporting initiatives include, but are not limited to:

- Continued growth of the College Advising Fellows and College Advising Seminars (COLAs), concurrent with enrollment growth.
- Expansion of the Center for Undergraduate Excellence to enhance student access to and awareness of academically-related curricular and co-curricular interests.
- Reconsideration of the University’s approach to career advising and career development.
- Enhanced academic advising to facilitate growth of the 3+1 program, in which undergraduates with advanced standing will earn a bachelor’s degree and master’s degree in four years. In addition, continue to evaluate existing graduate degree programs for conversion to accelerated programs.

TJ21 OBJECTIVES: D, E3, E5, E6, E8, E10, E12

PILLARS: 1, 3

Priority 7 – Research & Economic Development: Pan-University Research Priorities

To increase research, including regional and public-private collaboration, continue development of and support for pan-University research priorities: (1) systems bioscience and bioengineering, (2) computational systems science and modeling (i.e. “Data Science”), (3) sustainability, (4) systems energy, and (5) the OpenGrounds multidisciplinary innovation collaborative. Pursue additional pan-University or school-specific research priorities, not included above, when faculty expertise converges with opportunities presented by private enterprise, local and state government, the federal government, and/or other strategic initiatives.

Supporting initiatives include, but are not limited to:

- Increasing research support from large corporations, small businesses, NGOs, foundations, venture capitalists, state government, local government, and non-traditional federal agencies.
 - Continuing and expanding partnerships with major companies through U.Va.’s Strategic Corporate Partner program.
 - Continuing and expanding partnerships with national defense and intelligence communities through U.Va.’s Applied Research Institute. This includes U.Va. hiring a

- dedicated project team, constructing a Sensitive Compartmented Information Facility (SCIF) and hosting the inaugural *Conference on National Defense and Intelligence*.
 - Continuing and expanding partnership with the Commonwealth Center for Advanced Logistics Systems (CCALS), whose members include LMR, LMI, CASCOM at Fort Lee, and The Port of Virginia.
 - Expanding the statewide i6 proof-of-concept innovation program with funds to match U.S. Department of Commerce support.
- Capitalizing on existing expertise within the Center for the Advanced Study of Teaching and Learning-Higher Education (CASTL-HE), Institutional Assessment and Studies (IAS), and the Teaching Resource Center (TRC) to position the University as a leader in evidence-based study of teaching and learning in higher education. The University will apply best practices to produce measurable gains in student learning.
- Increasing library support for collaborative research, particularly with respect to “Data Science.”
- Leveraging the U.Va. Research Park to serve the local defense community, provide a transition zone for successful startup companies, and optimize space allocation for the University.

TJ21 OBJECTIVES: E8, E10, E11, E13

PILLARS: 2, 3, 4

Priority 8 – Research & Economic Development: Medical Translational Research

To increase research, expand medical translational research, including cancer clinical trials and focused ultrasound surgery, so that laboratory discoveries are converted into new methods to diagnose and treat illness and augment cancer outreach and prevention activities.

TJ21 OBJECTIVES: E8

PILLARS: 2, 4

Priority 9 – Research & Economic Development: Innovation Ecosystem

To increase research and promote economic development, enhance the innovation ecosystem. Supporting initiatives include, but are not limited to:

- Continuing implementation of the U.Va. Economic Development Accelerator (UVEDA), a public-private partnership designed to facilitate knowledge transfer and business development around University research and innovation, including a proof-of-concept fund.
- Continuing implementation of a new relationship between U.Va. and the Licensing and Ventures Group to increase deal flow.
- Increasing the number of successful start-up companies generated from U.Va. research.

TJ21 OBJECTIVES: E8, E12

PILLARS: 2, 4, 5

Priority 10 – Quality Enhancement: Self-Supporting Programs

To maintain and enhance programmatic quality, incremental revenue generated by self-supporting programs (business, data science, graduate commerce, and law) will be used to fund increases in financial aid, utilities and facility maintenance, electronic library resources, and academic programs.

TJ21 OBJECTIVES: E13

PILLARS: 1, 3, 4, 5

Priority 11 – Student Success: Student-Faculty Engagement

As part of the University's strategic plan, continue support for select initiatives of the University's Quality Enhancement Plan (QEP), submitted to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 2007. "Enhancing Student-Faculty Engagement" was the topic of the QEP. The University submitted a QEP Impact Report to SACSCOC in March 2013, documenting progress-to-date.

Supporting initiatives include, but are not limited to:

- Improving the student-to-faculty ratio in the College of Arts and Sciences, the School of Engineering and Applied Science, and the School of Architecture.
- Increasing the range of high-impact educational experiences for undergraduates, during the academic year and summer session, that includes meaningful research with faculty, service learning, entrepreneurial experiences, and internships.

TJ21 OBJECTIVES: D

PILLARS: 1, 3, 4

Priority 12 – Student Success: Technology-Enhanced Instruction

To increase access, continue growth and development of academic programs and coursework using technology-enhanced instruction. At present, the University offers 17 certificate programs and 13 degree programs that meet the distance education definition of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). In 27 of these 30 programs, students may earn more than 50 percent of the program through distance education. In addition, the University is heavily focused on enhancing the use of technology in its residential curriculum.

Supporting initiatives include, but are not limited to:

- Continued graduate program offerings through the Commonwealth Graduate Engineering Program (CGEP).
- Continued undergraduate program offerings through the Engineers PRODUCED in Virginia program. Implement the University's first ABET-accredited online degree program – the B.S. in Mechanical Engineering.
- Continued partnership with George Mason University, James Madison University, and Virginia Tech through the 4-VA course-sharing initiative using Cisco TelePresence technology.
- Continued partnership, initiated in fall 2013, with Duke University through a course-sharing initiative using Cisco TelePresence technology.

- Continued institutional support for development of hybrid technology-enhanced courses and the conversion of courses in select degree and certificate programs – such as the Bachelor of Interdisciplinary Studies – to an online format.
- Continued development of online methodologies, in the School of Nursing and the School of Medicine, for virtual clinical learning activities.
- Continued partnership with Coursera to offer massive open online courses (MOOCs), including expansion into professional development coursework for educators and courses targeted towards University alumni.
- Investing in production facilities and classrooms required to place the University at the forefront of efforts that enrich traditional in-class activities with Web-based or digital technologies.

TJ21 OBJECTIVES: C, E1, E6, E10

PILLARS: 1, 3, 5

Priority 13 – Institutional Collaboration: The Virginia Community College System (VCCS)

- To increase degree completion for Virginians with partial credit:
 - Expand the Bachelor of Interdisciplinary Studies (BIS) program to Thomas Nelson Community College, effective fall 2015 (current sites include Charlottesville, Tidewater Community College, Northern Virginia Community College, and the Richmond Center).
 - Implement the Bachelor of Professional Studies in Health Sciences, an online degree program developed in cooperation with the VCCS, effective fall 2014.
 - Negotiated a guaranteed admission agreement (GAA) with the VCCS for the Bachelor of Professional Studies in Health Sciences program, effective fall 2015.
 - Implement the guaranteed admission agreement (GAA) with the VCCS for the RN to BSN program.
 - Implement the RN to BSN distance learning initiative with Germanna Community College (GCC).

TJ21 OBJECTIVES: E1, E2, E3, E4, E6, E7, E10, E13

PILLARS: 1, 3, 5

Priority 14 – Efficiency and Continuous Improvement

Building upon the success of the institution's formal improvement program established in 1994, the University launched a more comprehensive effort, *Organizational Excellence*, to enhance effectiveness and efficiency in academic and administrative areas. Institutional and departmental unit efforts will result in resource optimization, streamlining, reorganizations and partnerships, and improved quality. The goal is to redirect at least one percent of the operating budget annually.

Supplemental information, appended to the end of this section, provides specific examples of the University's most significant approaches and accounts for a projected savings/reallocation/cost avoidance of approximately \$17.6 million over the biennium.

TJ21 OBJECTIVES: B, E9, E12

PILLARS: 5

Priority 15 – Research & Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)

Continue and enhance the University's Southwest Virginia Economic Development Partnership, the Appalachian Prosperity Project, with a continued focus on (1) K-12 education support, (2) business support/entrepreneurship, and (3) access to healthcare. Recent focus has been on regional centers of excellence for advanced manufacturing workforce training, U.Va.'s *Cancer Center Without Walls* program, town planning assistance, creating new economic development opportunities related to the Clinch River, and the creation of a community and youth development center.

TJ21 OBJECTIVES: E13

PILLARS: 2

Priority 16 – Student Success: Serving Virginia's Veterans and Military through Collaboration

The University of Virginia, James Madison University, Old Dominion University, and Virginia Tech propose to create and pilot a "veteran and military friendly" consortium for earning certificates in high demand, professional fields and/or completing a bachelor's degree through cross-institutional collaboration. This consortium will be developed in partnership with the Governor's office, the State Council of Higher Education for Virginia (SCHEV), the American Council on Education (ACE), employers, and other strategic partners.

The four universities propose a pilot consortium that would include the following key elements:

- Develop an accelerated path to earning high-demand, professional certificates and/or bachelor's degrees;
- Develop a standardized and transparent policy that translates the prior learning experience of veterans and adults into college credits;
- Develop and/or enhance online and face-to-face courses from each institution that satisfy certificate and degree requirements; and
- Ensure degrees and certificates do not compete with the Virginia Community College System (VCCS).

This proposal did not receive financial support from the General Assembly in the biennial budget. However, the four institutions plan to resubmit the proposal in the future.

TJ21 OBJECTIVES: E1, E2, E3, E6, E7, E10, E13

PILLARS: 1, 3, 5

Priority 14: Efficiency and Continuous Improvement
Specific Examples

TJ21 Objectives:

E9: Other efficiency reforms to reduce total institutional cost.

E12: Innovation and continuous improvement.

As one of the nation's premier public universities, the University of Virginia pursues innovation, quality and improvement, leading to effective stewardship of its resources. A formal program of Organizational Excellence was established in August 2013 as part of the University's Cornerstone Strategic Plan. The program seeks opportunities to enhance stewardship of resources — through resource optimization from financial to facilities to technological to human resources — and resource alignment of processes, technology, and people to support institutional priorities and mission activities. Both the academic departments and administrative offices contribute to the overall goals of organizational excellence.

Examples of these strategies and approaches are differentiated into one of five categories below: *Organizational Restructuring; Service Delivery; Functional Improvements; Collaborations/Consolidations; Managing Health Care Costs.*

The revised estimated savings and reallocation for 2014-2015 total \$10,300,892.

Organizational Restructuring

Estimated Savings and Reallocated Dollars: \$3,992,900

Organizational Restructuring allows the University to realign its existing human resources and positions to meet the changing needs of the institution. By repurposing positions in lieu of new hiring, the University is able to continue to deliver quality service while avoiding the costs associated with new hires.

Examples:

- The Curry School of Education is combining two positions in staff support for Financial Operations and the Dean's Office into a single position.
- The Office of the Vice President for Research is re-structuring the Associate Vice President for Research position.
- In the Office of Student Affairs, the duties assigned to the Executive Administrative Assistant are being divided among the office's other staff.
- With the establishment of the Center for Leadership Excellence, Human Resources is restructuring a number of their existing positions in order to minimize the need for new hiring while staffing the new center.
- The VP for Finance position was not replaced at the same level and resources are being redirected to the managerial reporting project and the restructuring of student financial resources.
- The College of Arts and Sciences has reallocated Graduate Teaching Assistant wages in order to better develop and support the school's faculty.

Service Delivery

Estimated Savings and Reallocated Dollars: \$1,606,700

Service delivery improvements involve the optimization of resources through a variety of means, including but not limited to consolidation within an area, a new delivery model, and discontinuation.

Examples:

- By competitively sourcing various goods and services, the University is able to acquire better pricing. Strategic sourcing of office supplies, aggregated spend for volume discounts, is projected to realize one million dollars of savings/fees in year one. Other major commodities and services being analyzed for strategic sourcing opportunities include janitorial and lab supplies. Contract negotiation is part of the routine purchasing process. This can produce significant savings on major contracts and the University's dining contract is currently in negotiation.
- The Division of Student Affairs and Newcomb Hall will realize savings of \$26,000 by transitioning the HVAC maintenance in their spaces from an external firm to the University's Facilities Management.
- The hospital facilities service desk and the academic/administrative area facilities service desk have been merged into one service desk for more efficient and effective customer service.
- Athletics has eliminated its summer Cavalier Day Camp program.
- A more integrated space planning and management model across the Academic Division, Medical Center, and Foundation is yielding enhanced space optimization.
 - The re-location of the Medical Center call center to the Foundations North Folk Research Park is an arrangement that improves space utilization for both the University and the Foundation.
 - A reduced reliance on leased space through space planning and renovation of owned space to accommodate moving entities from "leased" to "owned" space. The Rugby Administration Building is slated for occupancy later this year.

Functional Improvements

Estimated Savings and Reallocated Dollars: \$1,381,292

Functional improvements entail actions that result in process or service improvements, often with non-monetary benefits but result in effort savings, cost avoidance, and enhanced service. Effort savings allow support to be redirected to other valued activity.

- Information Technology
 - Implemented a new storage solution for the University, a secure cloud sharing site that provides greater functionality for documents and data storage. This provides faculty and staff with secure, accessible and shareable storage and reduces the need for on-site storage.
 - Implementation of an ITIL/ITSM Process which included an IT Service Management Tool. In addition to automating processes, the manual entry of which would otherwise

require significant labor, the system is projected to improve customer experience and increase efficiency by reducing downtime.

- Implementation of Voice over Internet Protocol (VOIP), a modern technology telephone system that will have enhanced functionality.
- Leveraging technology to improve access to information and automate and streamline workflows in a variety of areas – research administration, travel and expense management, a mobile application for student services, and internal forms for student transactions related to course withdrawals, reenrollment and transfers.
- The University employs a multi-facet approach to water and energy conservation, including retro commissioning of existing infrastructure especially in high intensity research buildings, and programs to modify consumer behavior. Additionally, Facilities Management has transitioned away from standard cleaning methods towards greater application of “green” cleaning methods in its housekeeping services.

Collaborations/Consolidations:

Estimated Savings and Reallocated Dollars: \$320,000

Schools and units form collaborations as a means to realize synergies and operational efficiencies.

Examples:

- The Batten School has partnered with the School of Medicine for research administration services, instead of hiring its own staff. This arrangement has allowed Batten to leverage the expertise of several individuals in the various pre-award/post-award activities – rather than search for a generalist to handle all aspects research administration.
- The Center for Undergraduate Excellence has merged with the Jefferson Public Citizens program. Both programs promote undergraduate research.
- The U.Va. Foundation is providing financial services for U.Va.’s Licensing and Ventures Group, which has resulted in a reduction of staff and space needs.
- Environmental Health and Safety staff joined the Facilities Management and Energy and Utilities for more effective service delivery.

Health Care and Other Fringe Related Savings

Estimated Savings and Reallocated Dollars: \$3,000,000

Examples:

- The Health plan was redesigned to incentivize the use of the U.Va. pharmacy, which benefits both the institution and the individual employee. Further, a new full service pharmacy has opened at the Bookstore which provides greater access for the University community. (\$1.4m)
- A wellness program focused on educating and enabling healthy lifestyle choices through activities such as screenings and disease management programs has a cost to implement but over time should have a positive impact on the magnitude of health care claims.
- A change to the spousal coverage went into effect in January 2014, which is projected to yield an annual savings of \$10 million. (excluded from total above)

C. Financial Aid

The University of Virginia’s Board of Visitors authorized AccessUVa in February 2004 to ensure that an undergraduate education at the University would be available to all students regardless of their financial circumstances. The program has been successful in increasing socioeconomic diversity, reducing student loan debt and meeting 100 percent of need for all of the University’s undergraduate students. This program continues to bring the University significant recognition as the premier need-based aid program for a public institution in the United States.

- The University engaged an external consultant in 2012 to review the current AccessUVa program to help us focus on long-term financial sustainability. As a result of this study, in August 2013 the University affirmed the foundational tenets of AccessUVa – offering 100% of financial need to all undergraduates through need-blind admissions; made administrative changes; and, after considering several options, capped need-based loans for low-income in-state students at \$3,500 annually and for low-income out-of-state students at \$7,000 annually. The need-based loan cap for all other students with need is \$7,000 annually.

The following table highlights examples of how aid is awarded to students in Fall 2014 through the AccessUVa program to students from families of different income levels (low = less than 200 percent of federal poverty guidelines; all others = greater than 200 percent of federal poverty guidelines):

	Low Income Family Income < \$47K 200% of Poverty or Less Example Income: \$0K	Other Students with Need Family Income > \$47K 200% of Poverty or Greater Example Income: \$70K
In-State Total Cost of Attendance	\$26,300	\$26,300
Expected Family Contribution	\$1,600	\$13,600
Subsidized loans	\$3,500	\$7,000
Work study	\$3,000	\$0
Grants (state, federal, private sources)	\$10,850	\$2,850
Grants from tuition	\$7,350	\$2,850
Unmet need	\$0	\$0

The following chart shows the various sources of funding that comprise the AccessUVa budget, which reached over \$100 million in 2014-15. Institutional grants comprise about \$45 million of the budget and are taken from unrestricted institutional funds. The remainder of the funding comes from state, federal, and private funds as well as athletics grants-in-aid.

