Board of Visitors Full Board Meeting
December 8, 2017
Agenda

CONSENT AGENDA ITEMS
1. Regional Emergency Operations Plan
2. Liquidity Policy Revisions

REPORTS
• Safety & Security Consultant Reports

ACTION ITEM
• Strategic Investment Fund Awards
Revision to liquidity policy
Liquidity Policy Amendments

Update Liquidity Policy to Work in Tandem with Strategic Investment Fund Guidelines:

- Introduce language that addresses periodic rebalancing of liquidity
  - At least annually, and in conjunction with annual budgeting cycle, assess forecasted liquidity needs
  - Any planned withdrawal from operating or other reserves in the SIF, to the extent needed, would be approved by the Board of Visitors as part of annual budget approval
  - Any unplanned exigencies that arise which require use of operating or other reserves in the SIF will be only made with approval of the President, Rector and Chair of the Finance Committee
Safety and Security Update

• Safety and security review recommendations:
  • Margolis Healy & Associates
  • MSA Security

• Other action steps taken to improve safety

• Costs incurred to date
University of Virginia

Safety & Security Program Assessment™

Major Findings
Campus Safety & Security Eco-System

UPD
- CP Prevention Programming
- MOUs
- Event Coordination & Mgmt.
- Security Presence & Visibility
- Training
- Response

Physical Security Program
- CPTED
- Mechanical Locks
- Electronic Access Control
- Cameras
- Management
- Standards
- Intrusion Detection Alarms

Campus Safety & Security Programs
- Threat Assessment Team
- OSEP Emergency Management
- MOUs
- EOC
- CIMT
- Defibrillator Program
- Emergency Notification
- Emergency Phones
- EHS

Campus Safety Related Regulatory Compliance
Summary Feedback

- Overall, UVA is appropriately investing in campus safety and security
  - Nationally accredited Police Department
  - Robust emergency operations plan with function well-staffed
  - Advanced security camera monitoring program
  - Strong partnerships with supporting agencies
  - No major gaps
    - Improvements around the edges will further enhance safety and security approach
Observation #1

• Consolidate all campus safety and security functions into one division
  - UPD
  - Security Systems & Security Services, with new campus security command center
  - OSEP
  - EHS
• Adopt AVP model, reporting to EVP/COO (1 position)
• UChicago, Vanderbilt, NYU, UTexas, Rutgers
University of Virginia Campus Safety & Security Services

Executive Vice President and Chief Operating Officer

Associate Vice President, Safety & Security

Executive Assistant

UPD
- Patrol operations
- Criminal investigations
- Accreditation
- Support Services

Security Systems & Services
- Security Operations
- Security Systems

Office of Emergency Preparedness (Academic & Hospital)
- Academic
- Hospital

Finance & Administration

Environmental Health & Safety
Observation #2

• Evolve Crime Prevention Programming and Community Relations
  
  - Student leaders expressed desire for stronger connection
  
  - Additional resources for strategic outreach and engagement (2 additional positions)
    
    ▪ Positive comments about existing coordinator
  
  - Develop strategic engagement plan
Observation #3

• Invest additional resources in Event Management and Coordination
  - Currently 1 sergeant manages as additional duty
  - Dynamics are complex and rapidly evolving
  - Needs dedicated attention (1 position)
Observation #4

- Reconsider approach to the Physical Security Program
  - Centralize management of security systems
    - Create 1 position to manage all security systems
  - Update Network Infrastructure
    - Additional capacity for security applications
  - Building Security Assessments
    - Overall, facility security meets reasonable standards
      - Campus Lighting Scheme is best-in-class
    - Specific recommendations to address consistency and opportunities for improvement
Observation #5

• Enhance Emergency Preparedness Operations
  - Good plan and adequate staff
  - Interdepartmental communication & cooperation
    ▪ Improve information sharing btw UPD and OSEP
  - Consolidate Medical Center EM into OSEP
    ▪ Create operational efficiencies
  - Provide additional training for CIMT
    ▪ Position specific orientation
Observation #6

• Improve Threat Assessment Team processes
  - Clarify mission, scope, and authority
  - Review and enhance leadership and support capacities for TAT processes
  - Enhance systematization of threat assessment processes
  - Build community engagement through active outreach programs
Summary

1. Consolidate all campus safety and security functions into one division
2. Evolve crime prevention and community relations function
3. Invest additional resources in event management and coordination
4. Reconsider approach to physical security program
5. Enhance Emergency Management systems
6. Improve Threat Assessment Team processes
Q&A
EVP-COO Response to Margolish Healy Study

- Full agreement with recommendations
- Hiring Associate Vice President as first order of business
- Developing work plan for recommended action steps
- Identifying ongoing costs for incorporation into operating budget
- Plan to update the Board of Visitors on progress at March meeting
MSA Security Recommendations
Major Athletic and Lawn Events

• **Scott Stadium:**
  • Establish a 100-foot perimeter around Stadium and protect with physical barriers
  • Improve placement and installation of cameras and ensure visibility
  • Increase law enforcement and security presence
  • Implement clear bag policy and install metal detectors
  • Increase use of canine screening

• **JPJ:**
  • Implement clear bag policy and install metal detectors

• **Lawn:**
  • Create a clearly defined, secure inner perimeter prior to events on Lawn
  • Screen attendees at all entry points using walk-through metal detectors and hand-held wands
  • Implement clear bag policy
Action Steps Taken to Date

- Established new regulations that govern open flames on Grounds
  - Prohibits use of open flames unless pre-approved by appropriate entity
  - Requires prior approval for open flames which triggers immediate notification of University Police
- BOV approved policy to designate the historical Academical Village as a facility
- Expanded Ambassador program to provide on-Grounds coverage
- Increased safety and security personnel at large, public events
- Installed additional cameras around Academic Village and along Alderman Road
- Communicated emergency alert criteria and protocol to University community
- Installed signage on buildings frequented by large numbers of public visitors indicating weapons are prohibited
- Acquired tool to monitor social media for threats or intelligence
- Identified and implemented a number of improvements to the operation of the Critical Incident Management Team
One-Time Costs Incurred to Date (in millions)

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<tr>
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<td>Infrastructure and Equipment</td>
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<td>Event Security</td>
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<td><strong>TOTAL</strong></td>
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- Does not include costs of recommendations from Margolis Healy report or additional Scott Stadium security improvements to be made for the 2018 Football season
- Ongoing costs will be quantified and reported to the Board at the March BOV meeting
STRATEGIC INVESTMENT FUND GRANT ALLOCATIONS
## Aggregate SIF Awards to Date

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<tr>
<th>BOV Meeting Date</th>
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### Proposals Approved to Date

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SIF Proposals for Approval

- Bicentennial Professors Fund
- Supporting Transformative Autism Research
- Reducing the Burden of Addictions in Virginia
- 3 Cavaliers Research Seed Fund
- Behavioral Research for Society
- Smart Infrastructure
- Virginia Initiative on Cosmic Origins
Academic Experience: Bicentennial Professors Fund

Recruiting and Retaining Excellent Faculty

- Incentivize donors through leveraged philanthropy
- Create an estimated 70 endowed professorships

The University must continue its commitment to recruiting and retaining the nation’s best faculty to teach, mentor, and inspire our students. The Bicentennial Professors Fund will provide the philanthropic leverage to help fulfill this mission for decades to come.

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Request: $75,000,000 over 4 years; Philanthropic match required
Research: Transformative Autism Research

Improved Outcomes for Children Across the Commonwealth

- Interdisciplinary approach for fostering novel discoveries
- Enhance ability to attract top scholars
- Real-world solutions for families and communities
- Integrated autism database to inform research and training

The proposed infrastructure will enable UVA to address critical knowledge gaps and improve the lives of individuals and families affected by autism. Valid assessment tools, a comprehensive database, personalized interventions, and effective dissemination of evidence-based techniques will position UVA as a global leader in transformative and applied research on autism.

Request: $6,212,950 over 3 years
Translating Best Practices into Real World Settings

- Create technologies and interventions to reduce burden of addictions
- Conduct pilot tests in areas of binge drinking, smoking cessation, and opiate abuse prevention
- Develop infrastructure that will help UVA compete for external funding

This proposal addresses issues of fundamental scientific and health importance. Treatment modalities will incorporate new technologies – eHealth and mHealth (internet and mobile phone) - and will include community networks and partnerships.

Request: $3,586,726 over 4 years
The 3 Cavaliers Research Seed Fund is based on a successful program at the University of Michigan and is intended to foster a collaborative research culture through early stage funding of multidisciplinary teams. The goals of this project are to empower faculty creativity and advance the interdisciplinary research culture.

**Request:** $3,340,000 over 2 years
Research: Behavioral Research for Society

A Collaborative Research Infrastructure

- Enable behavioral insights at the convergence of business, engineering, policy, medicine, and nursing
- Ensure more accessibility and efficient use of resources
- Further position UVA to lead in the application of behavioral science to solve society’s biggest problems

This proposal addresses issues of fundamental scientific and health importance, and creates new technologies focused on prevention. Treatment modalities will incorporate new technologies – eHealth and mHealth (internet and mobile phone) - and will include community networks and partnerships.

Request: $2,153,150 over 3 years
**Research: Smart Infrastructure**

**Linking Facilities & Laboratories for Research, Translation, and Impact**

- Create a **wireless-sensor testbed** on top of UVA’s physical plant
- “**Living Lab**” will be a unique asset for applied research and will attract federal and corporate research funding
- Unifying platform for **Smart Infrastructure** activities that will incorporate data analytics to reduce energy consumption

This project will develop and deploy a living testbed for smart infrastructure that monitors and controls UVA’s own physical plant, promoting efficiency savings. It will also provide faculty, students, and the larger Commonwealth community a unique forum for developing next generation technologies for smart-industrial and smart-city environments.

**Request: $2,036,500 over 3 years**
Understanding the Origins and Prevalence of Life in the Universe

- Research will study processes that lead to the formation and evolution of habitable planets.
- Leverage close collaboration with the federally-funded National Radio Astronomy Observatory (NRAO).
- Funding match from Max Planck Institute (Germany) and Chalmers University of Technology (Sweden).

The Virginia Initiative on Cosmic Origins will foster collaborations that will transform our understanding of the key physical and chemical processes involved in the formation of habitable planets. This work will help identify the origins and prevalence of life in the universe and will establish UVA’s preeminence in the emerging field of Cosmic Origins.

Request: $1,000,000 over 3 years
### Summary of Proposals for BOV Approval

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