

**UNIVERSITY OF VIRGINIA
BOARD OF VISITORS
SPECIAL COMMITTEE ON
PLANNING
APRIL 6, 2006**

SPECIAL COMMITTEE ON PLANNING

Thursday, April 6, 2006

9:30 a.m. - 2:00 p.m.

Dining Rooms 2 & 3, Abbott Center
The Darden School

Committee Members:

John O. Wynne, Chair

Susan Y. Dorsey

W. Heywood Fralin

Glynn D. Key

Mark J. Kington

Lewis F. Payne

Gordon F. Rainey, Jr.

E. Darracott Vaughan, Jr., M.D.

Thomas F. Farrell, II, Ex Officio

AGENDA

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UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: April 6, 2006

COMMITTEE: Special Committee on Planning

AGENDA ITEM: I. Research Rankings Comparison

ACTION REQUIRED: None

As part of the Board of Visitors' Ten-Year Plan and ongoing research enhancement process, the Provost and Vice President for Research and Graduate Studies will present a preliminary report on measures, rankings, and strategies for institutional improvement for research excellence. They will review four different university rankings and their methodologies for identifying overall institutional research excellence: the World University, *U.S. News and World Report*, the National Research Council research rankings, and the National Science Foundation (NSF) federal research expenditure data. They will propose that the World University rankings are the best available external rankings for institutional research quality; in these rankings, faculty quality is the key indicator of research quality. The Vice President for Research and Graduate Studies' staff has conducted a gap analysis with selected US institutions in these rankings and will offer strategies and costs for increasing the UVa ranking to 50 in the World University rankings.

Research Ranking Descriptions and Tables

World University Rankings

<http://ed.sjtu.edu.cn/rank/2005/ARWU2005Methodology.htm>

Ranks universities by several indicators of academic or research performance, including alumni and staff who have been awarded Nobel Prizes and Fields Medals, highly cited researchers, articles published in *Nature* and *Science*, articles indexed in major citation indices, and the per capita academic performance of an institution.

For each indicator, the highest scoring institution is assigned a score of 100, and other institutions are calculated as a percentage of the top score. The distribution of data for each indicator is examined for any significant distorting effect; standard statistical techniques are used to adjust the indicator if necessary.

Scores for each indicator are weighted as shown below to arrive at a final overall score for an institution. Again, the highest scoring institution is assigned a score of 100, and other institutions are calculated as a percentage of the top score. An institution's rank reflects the number of institutions that sit above it.

U.S. News & World Report National University Rankings

http://www.usnews.com/usnews/edu/college/rankings/ranknatudoc_brief.php

To rank colleges and universities, *U.S. News* first assigns schools to a group of their peers, based on categories developed by the Carnegie Foundation for the Advancement of Teaching. Those in the National Universities group are the 248 American universities (162 public and 86 private) that offer a wide range of undergraduate majors as well as master's and doctoral degrees; many strongly emphasize research.

In each category, data on up to 15 indicators of academic quality are gathered from each school and tabulated. Schools are ranked within categories by their total weighted score. (Specialty schools and those with enrollments below 200 are not ranked.)

U.S. News & World Report Graduate School Rankings

http://www.usnews.com/usnews/edu/grad/rankings/about/06method_brief.php

Each year, *U.S. News* ranks professional-school programs in business, education, engineering, law, and medicine. These rankings are based on two types of data: (1) expert opinion about program quality and (2) statistical indicators that measure the quality of a school's faculty, research, and students. For the rankings in all five areas, opinion and indicator data come from surveys conducted in fall 2004 of nearly 1,300 programs and almost 9,600 academics and professionals conducted in fall 2004.

U.S. News also ranks programs in the sciences, social sciences, and humanities. These rankings are based solely on the ratings of academic experts (as are the health specialties in the professional-school section).

In medical school research, *U.S. News* added the total dollar amount of research grants awarded per full-time science and clinical faculty member from the National Institutes of Health to the medical school. In education and engineering, *U.S. News* used research expenditures per full-time faculty member instead of per full-time faculty engaged in research.

NSF Federal Research Expenditures

<http://www.nsf.gov/statistics/nsf03316/secta.htm>

The data presented in the report were compiled from the National Science Foundation's (NSF's) fiscal year (FY) 2003 Survey of Research and Development Expenditures at Universities and Colleges (academic R&D expenditures survey). They refer to science and engineering expenditures for separately budgeted research and development. Terms used in institutional accounting procedures are incorporated throughout the tables.

Data for the National Science Foundation's report on federal research and development expenditures were collected from 609 institutions of higher education in the United States and outlying areas. These institutions have doctoral programs in science and engineering (S&E), are historically black colleges or universities (HBCUs) that expend any amount of separately budgeted R&D in S&E, or are master's or bachelor's degree-granting institutions that expend at least \$150,000 in separately budgeted R&D in S&E.

National Research Council (NRC) Survey of Doctoral Programs

The NRC conducted ratings of doctoral programs in 1982 and 1995 and plans to collect data for a similar study in 2006-2007. The results of the 1995 study are summarized in a 700-page report entitled "Research Doctorate in the United States - Continuity and Change." This study ranked doctoral programs in 40 fields: 10 in Arts & Humanities, 7 in Biological Science, 8 in Engineering, 8 in Physical Sciences and Mathematics and 7 in Social and Behavioral Sciences. The heart of the 1995 study was a reputational survey asking faculty in each field to rank programs in scholarly quality, educational effectiveness, and change over the past 5 years. The study also compiled data on grant support, faculty publications, and awards and honors of the faculty.

World University Rankings (2005)

World Rank	Institution	Region	Regional Rank	Country	National Rank	Alumni	Award	HiCi	N&S	SCI	Size	Total Score
1	Harvard Univ	Americas	1	USA	1	100	100	100	100	100	72.4	100
2	Univ Cambridge	Europe	1	UK	1	99.8	93.4	53.3	56.6	70.9	66.9	73.6
3	Stanford Univ	Americas	2	USA	2	41.1	72.2	88.5	70.9	72.3	65	73.4
4	Univ Calif. - Berkeley	Americas	3	USA	3	71.8	76	69.4	73.9	72.2	52.7	72.8
5	Mass. Inst Tech (MIT)	Americas	4	USA	4	74	80.6	66.7	65.8	64.3	53	70.1
6	California Inst Tech	Americas	5	USA	5	59.2	68.6	59.8	65.8	52.5	100	67.1
7	Columbia Univ	Americas	6	USA	6	79.4	60.6	56.1	54.2	69.5	45.4	62.3
8	Princeton Univ	Americas	7	USA	7	63.4	76.8	60.9	48.7	48.5	59.1	60.9
9	Univ Chicago	Americas	8	USA	8	75.6	81.9	50.3	44.7	56.4	42.2	60.1
10	Univ Oxford	Europe	2	UK	2	64.3	59.1	48.4	55.6	68.4	53.2	59.7
11	Yale Univ	Americas	9	USA	9	52.1	44.5	60.3	57.2	63.9	49.3	56.9
12	Cornell Univ	Americas	10	USA	10	46.5	52.4	55	48.8	66.3	39.8	54.6
13	Univ Calif. - San Diego	Americas	11	USA	11	17.7	34.7	59.8	56.5	64.5	46.6	51
14	Univ CA - Los Angeles	Americas	12	USA	12	27.3	32.8	56.7	50.1	75.6	34.3	50.6
15	Univ Pennsylvania	Americas	13	USA	13	35.5	35.1	56.7	42.9	71.8	39.1	50.2
16	Univ Wisc. - Madison	Americas	14	USA	14	43	36.3	52.1	46.3	68.7	29	49.2
17	Univ Wash. - Seattle	Americas	15	USA	15	28.8	32.4	53.9	47.1	73.8	27.2	48.4
18	Univ California - San Francisco	Americas	16	USA	16	0	37.6	55.6	57.9	58.8	45.2	47.8
19	Johns Hopkins Univ	Americas	17	USA	17	51.4	28.3	41.6	52.2	67.7	24.9	46.9
20	Tokyo Univ	Asia/Pac	1	Japan	1	36	14.4	38.5	52.1	86.5	34.7	46.7
21	Univ Mich. - Ann Arbor	Americas	18	USA	18	43	0	61.9	43	76.5	30.9	44.9
22	Kyoto Univ	Asia/Pac	2	Japan	2	39.7	34.1	34.2	37	72.3	31.1	43.8
23	Imperial Coll London	Europe	3	UK	3	20.8	38.1	40.8	38.2	64.6	40.3	43.7
24	Univ Toronto	Americas	19	Canada	1	28.1	19.7	39.3	38.9	76.7	41.9	43.1
25	Univ Illinois - Urbana	Americas	20	USA	19	41.6	37.4	44.4	34.1	58	26	42.8

World Rank	Institution	Region	Regional Rank	Country	National Rank	Alumni	Award	HiCi	N&S	SCI	Size	Total Score
26	Univ Coll London	Europe	4	UK	4	30.7	32.9	37.7	41.5	60.5	38.8	42.6
27	Swiss Fed Inst - Zurich	Europe	5	Switzerland	1	40.2	37	35.1	41.1	43.4	52.4	41.7
28	Wash. Univ - St. Louis	Americas	21	USA	20	25.1	26.6	38.5	46.5	53.9	39.9	40.7
29	New York Univ	Americas	22	USA	21	33.8	25	43	35.3	55.4	26.3	38.8
30	Rockefeller Univ	Americas	23	USA	22	22.6	59.8	28.3	44.1	24	35.9	38.2
31	Northwestern Univ	Americas	24	USA	23	21.7	19.3	44.4	33.8	57.6	36.2	37.9
32	Duke Univ	Americas	25	USA	24	20.8	0	47.1	45.3	60.8	38.9	37.7
32	Univ Minn. - Twin Cities	Americas	25	USA	24	36	0	49.7	35.2	68.4	23.8	37.7
34	Univ CA - Santa Barbara	Americas	27	USA	26	0	36	42.3	39	44.1	35.8	36.9
35	Univ Colorado - Boulder	Americas	28	USA	27	16.6	29.8	40.8	36.6	46.3	29.5	36.3
36	Univ Texas - Austin	Americas	29	USA	28	21.7	17.1	49.1	30	54.8	21.7	35.5
37	Univ British Columbia	Americas	30	Canada	2	20.8	19.3	32.4	32.5	60.4	33.9	35.4
38	Univ Texas Southwestern	Americas	31	USA	29	24.3	33.9	31.4	38.2	37.9	31	34.8
39	Penn State - Univ Park	Americas	32	USA	30	14	0	45.8	37.9	59.9	24	33.4
39	Vanderbilt Univ	Americas	32	USA	30	12.5	30.2	34.2	24.5	49.2	35.6	33.4
41	Univ CA - Davis	Americas	34	USA	32	0	0	46.5	34.5	64	29.8	32.9
41	Univ Utrecht	Europe	6	Netherlands	1	30.7	21.4	27.2	27.3	55.7	25.9	32.9
43	Rutgers - New Brunswick	Americas	35	USA	33	15.4	20.4	36.9	32.9	47.1	24.1	32.3
43	Univ Pittsburgh	Americas	35	USA	33	25.1	0	40.1	25.9	64.3	28.2	32.3
45	Karolinska Inst Stockholm	Europe	7	Sweden	1	30.7	27.8	33.3	19.7	47.3	25.1	32.1
46	Univ Paris 06	Europe	8	France	1	35.7	23.9	23.6	24.2	51.2	30	32
47	Univ CA - Irvine	Americas	37	USA	35	0	30	32.4	28.5	48.2	31.1	31.8
47	Univ Edinburgh	Europe	9	UK	5	22.6	17.1	26.1	35.8	49.4	29.9	31.8
47	Univ MD - Coll Park	Americas	37	USA	35	25.9	0	40.8	33.6	54.6	25.6	31.8
50	Univ Southern CA	Americas	39	USA	37	0	27.3	37.7	23.6	52.8	25.8	31.7

**U.S. News and World Report
America's Best Colleges 2006
Best National Universities**

Rank	School (State)(*Public)	Overall score	Peer assessment score (5.0=highest)	Graduation and retention rank	2004 graduation rate		Over-performance (+) Under-performance (-)	Faculty resources rank	% of classes under 20 ('04)	% of classes 50 or more ('04)	Student/faculty ratio ('04)	
					Average freshman retention	Predicted Actual						
1	Harvard University (MA)	100	4.9	1	97%	97%	98%	+1	3	70%	13%	7/1
	Princeton University (NJ)	100	4.9	1	98%	97%	97%	None	2	74%	11%	5/1
3	Yale University (CT)	98	4.9	3	98% 8	96%	96%	None	10	74%	8%	6/1
4	University of Pennsylvania	95	4.5	9	98%	92%	94%	+2	1	75%	7%	6/1
5	Duke University (NC)	94	4.6	7	97%	94%	94%	None	4	72%	5%	8/1
	Stanford University (CA)	94	4.9	7	98%	95%	93%	-2	11	69%	12%	6/1
7	California Institute of Technology	93	4.7	25	96%	90%	88%	-2	7	63%	9%	3/1
	Massachusetts Inst. of Technology	93	4.9	9	98%	96%	92%	-4	16	61%	16%	7/1
9	Columbia University (NY)	89	4.7	9	98%	94%	93%	-1	14	69%	10%	7/1
	Dartmouth College (NH)	89	4.4	6	97%	96%	95%	-1	19	61%	10%	9/1
11	Washington University in St. Louis	88	4.1	17	97%	87%	92%	+5	5	74%	8%	7/1
12	Northwestern University (IL)	87	4.4	9	97%	93%	92%	-1	5	73%	8%	7/1
13	Cornell University (NY)	86	4.6	15	96%	91%	92%	+1	25	44%	22%	10/1
	Johns Hopkins University (MD)	86	4.6	20	95%	89%	91%	+2	34	55%	17%	9/1
15	Brown University (RI)	85	4.4	3	97%	95%	96%	+1	19	65%	12%	9/1
	University of Chicago	85	4.6	22	95%	90%	87%	-3	11	55%	6%	4/1
17	Rice University (TX)	82	4.1	15	96%	97%	91%	-6	13	60%	10%	5/1
18	University of Notre Dame (IN)	80	3.9	3	98%	91%	96%	+5	17	56%	10%	13/1
	Vanderbilt University (TN)	80	4.0	30	94%	87%	86%	-1	7	67%	6%	9/1
20	Emory University (GA)	79	4.0	22	94%	93%	86%	-7	9	67%	7%	7/1
	University of California-Berkeley	79	4.8	27	96%	89%	87%	-2	39	58%	15%	16/1
22	Carnegie Mellon University (PA)	77	4.2	32	94%	90%	85%	-5	14	68%	9%	10/1
23	Georgetown University (DC)	76	4.0	9	97%	92%	93%	+1	45	57%	10%	11/1
	University of Virginia*	76	4.3	14	97%	85%	92%	+7	36	49%	16%	15/1
25	Univ. of California-Los Angeles'	75	4.3	22	97%	85%	87%	+2	48	50%	22%	18/1

**U.S. News and World Report
America's Best Graduate Schools 2006
Top Medical Schools - Research**

Rank	Institution	Overall Score	Peer Assessment Score (5.0 highest)	Assessment Score by Residency directors (5.0 highest)	04 average undergrad GPA	04 average MCAT score	04 acceptance rate	04 NIH research grants (in millions)	04 NIH research grants per faculty member (in thousands)	04 faculty/student ratio	04 out-of-state tuition and fees	04 total medical school enrollment
1	Harvard University (MA)	100	4.9	4.8	3.79	11.7	4.9%	\$1,168	\$171.50	9.5	\$37,400	714
2	Johns Hopkins University (MD)	82	4.9	4.8	3.83	11.4	5.8%	\$446	\$204.50	4.5	\$34,732	481
3	Washington University in St. Louis	81	4.6	4.4	3.86	12.2	10.60%	\$391	\$268.80	2.6	\$38,330	570
4	University of Pennsylvania	80	4.6	4.4	3.79	11.5	5.7%	\$488	\$239.00	3.4	\$37,937	600
5	University of California-San Francisco	77	4.7	4.5	3.77	10.8	4.7%	\$414	\$262.10	2.6	\$32,716	602
6	Duke University (NC)	75	4.7	4.6	3.8	11.7	3.9%	\$311.3*	\$191.7*	4.3	\$37,000	382
7	University of Washington	74	4.4	4.1	3.67	10.4	7.2%	\$506	\$262.80	2.4	\$31,916	795
8	Stanford University (CA)	73	4.6	4.5	3.72	10.9	3.1%	\$242.5*	\$332.1*	1.6	\$37,366	459
9	University of Michigan-Ann Arbor	71	4.5	4.5	3.73	11.4	8.7%	\$294	\$162.80	2.6	\$32,801	682
10	Columbia U. College of Physicians and Surgeons	70	4.3	4.4	3.79	11.7	11.50%	\$283	\$123.70	3.7	\$39,931	616
11	University of California-Los Angeles	69	4.1	4	3.72	10.9	4.5%	\$413	\$198.30	3	\$32,028	695
11	Yale University (CT)	69	4.3	4.3	3.73	11.3	6.3%	\$287	\$190.10	3.4	\$35,865	442
13	Baylor College of Medicine (TX)	68	3.9	3.9	3.74	11.1	7.3%	\$410	\$225.20	2.7	\$22,658	666
14	Cornell University (Weill) (NY)	66	4.1	4.2	3.71	11.5	4.3%	\$271	\$144.30	4.7	\$32,300	399
14	University of California-San Diego	66	4	3.9	3.73	10.8	6.0%	\$243	\$302.90	1.6	\$32,417	508
16	University of Pittsburgh	64	4	4	3.68	10.7	8.9%	\$303	\$177.20	3	\$37,152	573
17	U. of Texas Southwestern Medical Center	63	4.3	4.1	3.8	10.8	11.80%	\$201.8*	\$136.0*	1.7	\$22,807	884
17	Vanderbilt University (TN)	63	4.1	4	3.74	11.2	8.0%	\$236	\$159.10	3.6	\$33,971	411
19	University of Chicago (Pritzker)	62	4	4.1	3.64	10.5	7.6%	\$204	\$263.90	1.8	\$33,143	419
20	Case Western Reserve University (OH)	59	3.7	3.8	3.6	11	9.7%	\$262	\$154.50	2.8	\$38,604	608
20	Emory University (GA)	59	3.9	4	3.73	11	9.3%	\$187	\$112.50	3.7	\$34,727	454
20	Northwestern University (Feinberg) (IL)	59	3.8	4	3.7	11.1	5.7%	\$193	\$112.90	2.5	\$38,467	695
23	Mayo Medical School (MN)	58	3.7	4.1	3.82	10.9	2.9%	\$188	\$90.5	12.5	\$25,500	166
23	University of Alabama-Birmingham	58	3.9	3.8	3.7	9.8	14.00%	\$221	\$216.70	1.5	\$34,896	689
23	University of North Carolina-Chapel Hill	58	3.9	4	3.6	10.4	7.3%	\$202	\$167.10	1.9	\$34,243	647
26	<u>University of Virginia</u>	56	3.7	3.9	3.7	10.6	8.6%	\$133.2*	\$154.5*	1.6	\$36,574	551

**U.S. News and World Report
America's Best Graduate Schools 2006
Top Engineering Schools - Research**

Rank	Institution	Overall Score	Peer Assessment Score (5.0 highest)	Recruiter Assessment Score (5.0 highest)	04 average quantitative GRE score	04 acceptance rate	04 PhD students/faculty	04 faculty membership in Natl. Academy of Engineering	04 engineering school research expenditures	04 research expenditures per faculty member (in thousands)	Ph.D.'s granted 2003-04	04 total graduate engineering enrollment
1	Massachusetts Institute of Technology	100	4.9	4.8	770	25.3%	4.1	12.7%	\$216.5	\$614.9	206	2,727
2	Stanford University (CA)	95	4.9	4.7	774	35.5%	5.0	14.5%	\$130.4	\$665.4	230	3,150
3	University of California-Berkeley	87	4.8	4.5	766	16.2%	4.7	19.0%	\$119.9	\$477.8	164	1,722
4	Georgia Institute of Technology	83	4.5	4.3	755	31.6%	4.2	5.1%	\$205.3	\$430.5	246	3,705
4	University of Illinois-Urbana-Champaign	83	4.6	4.4	769	17.8%	4.3	2.7%	\$175.1	\$428.1	171	2,679
6	University of Michigan-Ann Arbor	79	4.5	4.2	768	36.9%	4.4	4.2%	\$165.3	\$519.7	185	2,704
7	University of Southern California (Andrew)	78	3.7	3.7	753	45.6%	5.3	13.5%	\$147.4	\$921.5	97	3,390
8	California Institute of Technology	76	4.8	4.6	780	10.6%	5.0	11.6%	\$48.7	\$507.3	69	554
9	Carnegie Mellon University (PA)	75	4.3	4.3	766	21.9%	4.1	8.5%	\$123.8	\$597.9	107	1,528
10	Purdue University-West Lafayette (IN)	74	4.2	4.2	738	30.1%	3.4	3.7%	\$195.8	\$569.2	140	2,423
11	University of California-San Diego (Jacok)	73	3.8	3.8	765	21.1%	4.7	10.0%	\$138.3	\$869.8	75	1,111
12	Cornell University (NY)	72	4.3	4.2	762	25.2%	3.7	8.7%	\$109.5	\$561.3	116	1,156
12	University of Texas-Austin	72	4.2	4.2	765	25.2%	3.8	8.7%	\$98.8	\$431.5	160	2,013
14	Texas A&M University-College Station (Loc	69	3.8	3.7	742	43.1%	3.0	4.2%	\$176.6	\$676.8	131	2,200
15	University of California-Los Angeles (San	68	3.8	3.9	760	29.6%	5.4	11.0%	\$80.7	\$480.5	118	1,387
15	University of Wisconsin-Madison	68	4.1	4.0	786	22.8%	3.2	4.3%	\$116.5	\$489.7	119	1,599
17	Princeton University (NJ)	64	4.1	4.1	782	18.1%	3.5	12.0%	\$51.9	\$435.8	65	470
17	University of Maryland-College Park (Clar	64	3.6	3.6	763	23.3%	4.5	5.3%	\$133.2	\$576.8	117	2,334
19	Pennsylvania State University-University	60	3.9	3.8	754	26.8%	3.1	2.9%	\$117.4	\$324.4	138	1,615
20	Harvard University (MA)	59	3.7	3.9	783	12.5%	4.1	14.0%	\$29.8	\$573.7	23	270
21	Northwestern University (IL)	57	4.0	3.7	761	26.5%	3.9	5.7%	\$58.5	\$356.9	106	1,121
21	University of California-Santa Barbara	57	3.5	3.5	761	17.8%	4.5	15.7%	\$53.8	\$417.2	53	679
23	Columbia University (Fu Foundation) (NY)	56	3.6	3.5	764	34.2%	4.1	7.5%	\$70.4	\$563.3	45	1,229
24	University of Washington	55	3.7	3.7	732	30.3%	3.7	3.7%	\$82.9	\$434.0	99	1,387
25	University of Florida	54	3.5	3.6	744	19.7%	4.0	1.5%	\$89.9	\$341.7	127	1,931
26	Johns Hopkins University (Whiting) (MD)	53	4.0	3.7	760	14.2%	4.0	1.4%	\$53.3	\$397.8	51	2,636
26	Ohio State University	53	3.6	3.5	766	29.9%	2.9	2.4%	\$102.7	\$407.4	88	1,299
26	University of Minnesota-Twin Cities	53	3.8	3.8	752	37.8%	3.5	5.3%	\$58.8	\$263.5	94	1,645
29	Rice University (Brown) (TX)	52	3.7	4.0	755	16.0%	4.5	7.1%	\$32.2	\$332.0	46	504
29	University of Pennsylvania	52	3.6	3.6	753	29.2%	4.0	5.8%	\$47.7	\$463.2	49	1,066
31	Virginia Tech	51	3.7	3.7	765	24.4%	2.7	2.6%	\$68.6	\$231.9	99	1,960
32	Duke University (NC)	50	3.6	3.7	765	23.1%	3.6	1.9%	\$49.4	\$503.7	40	477
33	University of Colorado-Boulder	49	3.5	3.5	751	57.4%	3.2	5.1%	\$57.4	\$352.2	74	1,579
34	North Carolina State University	48	3.4	3.5	749	29.8%	2.9	3.2%	\$86.2	\$307.9	88	1,841
34	Rensselaer Polytechnic Institute (NY)	48	3.7	3.8	759	26.6%	3.1	5.4%	\$34.6	\$205.9	91	1,219
34	University of Virginia	48	3.5	3.6	753	18.3%	3.3	6.1%	\$47.0	\$364.7	52	762

NSF Federally financed R&D expenditures at universities and colleges FY1996-2003

(Dollars in thousands)

Institution and ranking	1996	1997	1998	1999	2000	2001	2002	2003
1 Johns Hopkins U., The ^a	710,119	724,526	752,983	770,580	793,266	879,741	1,022,510	1,106,971
2 U. WA	312,695	320,784	342,291	368,112	389,622	435,103	487,059	565,602
3 U. MI all campuses	281,062	296,028	311,450	334,226	364,033	396,117	444,255	516,818
4 Stanford U.	295,373	332,272	342,426	353,947	367,083	384,468	426,620	483,540
5 U. CA, Los Angeles	236,635	215,937	234,005	251,999	274,162	312,858	366,762	421,174
6 U. PA	216,167	217,125	247,914	279,013	312,434	351,996	397,587	415,631
7 U. CA, San Diego	291,917	238,569	263,103	292,007	326,037	343,276	359,383	400,100
8 U. WI Madison	233,174	233,760	240,513	249,212	278,629	304,009	345,003	396,231
9 Columbia U.	195,652	212,180	229,723	240,158	283,163	317,928	356,749	385,529
10 U. CO all campuses	177,517	192,201	228,342	244,686 e	300,667 i	308,643	340,466	377,941
11 U. CA, San Francisco	221,864	206,749	219,630	233,181	248,878	277,489	327,393	371,697
12 Washington U. St. Louis	155,197	186,993	187,173	218,598	254,148	284,928	303,441	357,364
13 MA Institute of Technology	271,544	311,396	310,741	308,921	306,668	304,319	330,409	356,206
14 Harvard U.	203,047	222,612	251,876	266,019	281,699	300,414	336,607	348,620
15 U. Pittsburgh	149,960	160,833	168,511	194,618	228,155	268,571	306,913	345,625
16 Cornell U. all campuses	203,082	205,521	204,187	234,792	229,872	240,466	270,578	320,868
17 Duke U.	149,631	155,894	172,532	186,757	204,180	218,109	261,356	306,864
18 Baylor C. of Medicine	92,294	97,829	110,610	141,111	193,249	234,394	259,475	302,764
19 PA State U. all campuses	190,688	185,206	186,274	199,105	226,074	245,951	284,706	301,094
20 U. Southern CA	179,281	191,809	190,547	199,619	210,872	246,207	266,645	300,195
21 Yale U.	176,994	189,124	205,046	213,404	232,019	250,702	274,304	296,713
22 U. MN all campuses	198,927	200,149	204,741	207,761	229,958	264,289	295,301	293,266
23 U. NC Chapel Hill	157,034	153,985	171,505	182,935	194,794	221,615	254,571	280,678
24 U. IL Urbana-Champaign	145,514	156,366	171,250	185,767	193,490	195,316	214,323	266,487
25 U. AZ	154,004	152,221	161,999	178,126	187,161	199,484	211,772	259,074
26 U. AL Birmingham, The	125,804	150,501	166,830	165,223	175,309	194,625	216,221	245,217
27 U. CA, Berkeley	168,171	159,275	171,747	191,025	208,338	208,080	217,297	238,206
28 U. TX Austin	147,808	151,954	165,082	164,913	178,889	195,184	219,158	231,996
29 Emory U.	95,237	108,522	118,045	132,816	144,914	170,317	186,083	228,255
30 Vanderbilt U.	95,684	98,744	106,325	116,887	129,986	146,230	172,858	221,979

Institution and ranking	1996	1997	1998	1999	2000	2001	2002	2003
31 CA Institute of Technology	142,474	164,225	177,748	195,303	196,877	193,554	199,944	219,097
32 U. CA, Davis	130,188	104,943	114,018	124,463	141,740	154,937	176,644	208,327
33 U. Rochester	112,933	118,477	130,773	132,852	150,593	166,945	195,298	208,148
34 Case Western Reserve U.	109,901	120,992	132,274	140,178	150,586	158,852	181,888	205,452
35 Boston U.	87,946	97,522	104,428	123,390	133,730	150,771	171,438	203,947
36 GA Institute of Tech	116,155	112,544	113,643	112,861	126,164	143,836	165,680	203,582
37 U. Chicago	114,123	121,683	125,982	135,720	140,872	155,566	183,830	201,129
38 Northwestern U.	100,810	108,292	127,911	132,647	150,238	158,129	178,607	200,316
39 OH State U. all campuses	118,811	122,582	124,177	135,216	132,219	161,092	177,883	198,488
40 U. IA	105,646	108,534	115,312	122,638	140,764	155,249	180,743	197,260
41 U. FL	86,973	94,328	106,510	122,296	120,374	135,421	167,108	194,958
42 U. Cincinnati all campuses	72,543	78,292	90,307	100,325	110,296	128,049	150,166	185,261
43 U. MD College Park	99,688	102,928	129,198	145,081	136,605	145,515	194,095	183,206
44 U. TX Southwestern	81,468	89,357	97,200	101,996	109,165	131,820	155,258	177,196
45 TX A&M U. all campuses	148,675	145,066	144,938	149,151	149,639	149,382	163,488	177,119
46 U. VA all campuses	75,256	82,488	99,173	107,856	115,684	122,868	152,358	173,442
47 U. IL Chicago	58,991	70,739	73,797	86,406	101,943	125,109	143,183	168,063
48 NY U.	90,010	94,117	101,426	111,124	117,163	129,897	149,995	166,033
49 OR Health and Science U.	51,338	68,637	82,146 i	95,655 i	109,165	111,671	130,231	164,221
50 Carnegie-Mellon U.	91,830	91,527	95,046	90,408	91,191	97,463	137,967	157,583

National Research Council (NRC) Rankings - 1995
UVa Rated Departments (Top 50)

4th English Department [127]
5th Spanish, Italian and Portuguese (1st among publics) [54]
6th Religious Studies Department (1st among publics) [38]
8th German Department [32]
9th Physiology Department [140]
13th French Department [45]
16th Art History [38]
17th Astronomy Department [33]
18th Classics [29]
19th History Department [115]
21st Psych. Department, VA Tech (92), VCU (97) [185]
21st Biomedical Engineering [38]
23rd Anthropology [69]
23rd Materials Science, VA Tech (38) [65]
24th Economics [115]
24th Pharmacology [127]
27th Political Science [98]
30th Chemical Engineering, VA Tech (42) [93]
31st Neurosciences [102]
35th Computer Science, VA Tech (66) [108]
39th Civil Engineering, VA Tech (19) [86]
40th Mechanical Engineering, VA Tech (29) [110]
41st Cell and Developmental Biology [179]
43rd Chemistry, VA Tech (67), VCU (137) [168]
45th Mathematics, VA Tech (66) [139]
45th Physics, VA Tech (71) [147]
47th Sociology [95]

Other Virginia Top 50 Departments

Aero Eng., VA Tech (15) [33]
Electrical Eng., VA Tech (27), UVA (55) [126]
Industrial Eng., VA Tech (8) [37]
Geoscience, VA Tech (27) [105]
Statistics, VA Tech (41) [65]

[number of programs reviewed]

** NRC evaluates 274 institutions once every ten years

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: April 6, 2006

COMMITTEE: Special Committee on Planning

AGENDA ITEM: II. Performance Measures

ACTION REQUIRED: None

BACKGROUND: At its meeting in February, the Special Committee on Planning heard an initial presentation on performance measures. We used as a starting point the performance measures developed by the State Council of Higher Education that will be used to assess institutions' achievement of the statewide goals reflected in the Restructuring Act. While these measures are required by the state, in all cases they may not adequately respond to the Board's desire to track the University's progress on certain initiatives. At the February meeting, the Chair indicated that we would present alternative measures at the next meeting to which the Committee could react.

DISCUSSION: The performance measures to be presented to the Committee can be grouped into four categories. First are the measures required by the state in accordance with the Higher Education Restructuring Act. These measures fall into ten main areas - access; affordability; breadth of academics; academic standards; student retention and timely graduation; articulation agreements; economic development; research, patents, and licenses; elementary and secondary education; and financial and administrative standards. A list of these measures is provided as Appendix A. Second are measures that we have developed internally to track progress against initiatives established by the Board such as Access UVa, faculty compensation, deferred maintenance, etc. See Appendix B for a list of these measures. Third are high-order measures associated with the outcomes we desire from our core mission of instruction, research, and public service, as well as those measures focused on administrative and financial operations. These measures pertain to the faculty, the students, available resources, and our health care operation.

While the first two categories include important measures that must be calculated and monitored over time, they may not be the measures on which the Board will want to focus its attention. We will spend much of the time during the Committee

meeting discussing alternative measures for assessing the outcomes of our core mission and operations.

The fourth category of measure is associated with the strategic initiatives that will emerge from the academic planning process - initiatives that will serve to differentiate and elevate the University's standing among its peers. Work on these measures will need to take place in the fall after completion of the academic plan.

University of Virginia
State Mandated Performance Measures

AREA	STATE MEASURE
Access	Meet biennial projection of total in-state student enrollment
	Increase percentage of in-state undergraduate enrollment from under-represented populations (i.e. low income, first-generation college status, geographic origin within Virginia, race, ethnicity)
	Meet 95% of SCHEV approved estimates of degrees awarded
Affordability	SCHEV reports annually an institution's in-state undergraduate tuition and fees, both gross and net of need-based gift aid, as a percentage of the institution's median student family income. ¹
	Average borrowing of in-state undergraduate students with financial need
	Conduct a biennial assessment of the impact of tuition and fee levels net of financial aid on applications, enrollment, and student indebtedness
Breadth of Academics	Maintain progress towards an agreed upon target for total number and percentage of graduates in high-need areas as identified by SCHEV
Academic Standards	Report on total programs reviewed under SACS assessment of student learning outcomes criteria within the established assessment cycle in which continuous improvement plans addressing recommended policy and program changes were implemented.

¹ By October 1, 2008 we must identify a "maintenance of effort" target for ensuring that our financial commitment to need-based student aid increases commensurately with planned increases in in-state undergraduate tuition and fees.

University of Virginia
State Mandated Performance Measures

AREA	STATE MEASURE
Student Retention and Timely Graduation	Report annually to SCHEV the number of students denied enrollment in required courses at the 100- and 200-level for each fall and spring semester
	Maintain or increase the ratio of degrees conferred per FTE faculty member
	Maintain or improve the average annual retention and progression rates of degree-seeking undergraduate students
	Increase the ratio of total undergraduate degree awards to the number of annual FTE degree seeking undergraduate students except in those years when the institution is pursuing planned enrollment growth
Articulation Agreements and Dual Enrollment	Increase the number of undergraduate programs or schools for which there is a uniform articulation agreement for associate degree graduates transferring from the VCCS and RBC
	Increase the total number of associate degree graduates enrolled as transfer students from the VCCS and RBC as a percent of all undergraduate students enrolled. The expectation is that the general education credits from the two-year schools will apply toward general education baccalaureate degree requirements at UVa.
	Increase the number of VCCS students enrolled as transfer students. UVa Management Agreement sets target of 282 in 2007-08 and 392 in 2009-10.
Economic Development	Develop a specific set of actions to help address local and/or regional economic development needs consisting of specific partners, activities, fiscal support, and desired

University of Virginia
State Mandated Performance Measures

AREA	STATE MEASURE
	outcomes. SCHEV will survey local and regional leaders and the economic development partners identified in the plan regarding the success of the institution's efforts.
	Management Agreement requires UVa to work meaningfully and visibly with an economically distressed region or local area of the Commonwealth which lags behind in education, income, employment, and other factors.
Research, Patents, Licenses	Maintain or increase total expenditures from grants and contracts. Six-year plan target is \$337 million by 2011-12. Management Agreement requires a dollar for dollar match on any general funds provided by the state for research in the Appropriations Act.
	Maintain or increase the annual number of new patent awards and licenses.
Elementary and Secondary Education	Develop a specific set of actions with schools or school district administrations with specific goals to improve student achievement, upgrade the knowledge and skills of teachers, or strengthen the leadership skills of school administrators. SCHEV will survey superintendents, principals, and other parties to assess the success of the institution's efforts.
Financial and Administrative Standards	Unqualified opinion from the Auditor of Public Accounts
	No significant audit deficiencies attested to by the APA
	Substantial compliance with all financial reporting standards approved by the State Comptroller

University of Virginia
State Mandated Performance Measures

AREA	STATE MEASURE
	Substantial attainment of accounts receivable standards approved by the State Comptroller
	Substantial attainment of accounts payable standards approved by the State Comptroller
Debt Management	Compliance with a board approved debt management policy that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can be prudently issued with a specified period.

University of Virginia
Performance Measures for Board of Visitors Initiatives

BOV INITIATIVE	MEASURE
Access UVa	Percent of undergraduate need offered by type of aid/income level.
	Percent of need accepted by type of aid/income level.
	Applications from low-income students.
	Yield of low-income students.
	Percentage of low-income students in the student body.
	Usage figures of educational programs provided on financial planning and debt management.
	Percent of financial aid applicants participating in programs.
	Evaluation of effectiveness of the educational programs.
	Amount of need-based financial aid for undergraduate Virginia and non-Virginia students.
	Amount of need-based grants for undergraduate Virginia and non-Virginia students.
	Applications by income level.
	Participation of financial aid recipients in study abroad, internships, volunteer work, student activities, etc.
	Post graduate choices and starting salaries.
Faculty Compensation	Attain a rank between 19 th and 15 th among AAU institutions by 2006-2007.
Research Enhancement	Total research expenditures (dollars and rank)
	Federal research expenditures (dollars and rank)
	National Academy membership (number of faculty and national rank)
	Faculty awards (number and national rank)
	Publications in nationally and internationally prominent journals
	Citation index
	Mentoring of junior faculty members, postdoctoral fellows and graduate

University of Virginia
Performance Measures for Board of Visitors Initiatives

BOV INITIATIVE	MEASURE
	students: independent or first-author publications, independent funding, and placement with top research teams as postdocs or junior faculty appointments at top research universities
	Undergraduate research experiences
	Graduate student quality
Condition of Facilities	Reduce the backlog of deferred maintenance to an acceptable level (<5 percent FCI) by 2015
	Increase the operating maintenance budget to achieve a level equivalent to 2 percent of replacement value of facilities by 2015
Operating and Capital Reserves	Operating reserves - at least three months of operating expenses
	Capital reinvestment - at least 1.5 percent of replacement value
Debt Management	Debt Burden Ratio (Debt Service/Operating Expenses)
	Debt Service Coverage (Operating Income/Debt Service)
	Viability Ratio (Expendable Resources/Outstanding Debt)
	Debt Capitalization Ratio (Debt/[Debt + Net Assets])
Minority Procurement	Percentage of discretionary spend with small, minority-owned, and woman-owned firms

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: April 6, 2006

COMMITTEE: Special Committee on Planning

AGENDA ITEM: III. Administrative Work Plan Progress Report

ACTION REQUIRED: None

The Chair will review the progress to the work plan to date, as well as planned work leading to the 2006 Board of Visitors Retreat scheduled for July 28-29, 2006. The Committee will also discuss the components of work necessary to complete a meaningful ten-year plan that is aligned with case statement for the Capital Campaign, the official kickoff for which is scheduled for September 29-30, 2006.

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: April 6, 2006

COMMITTEE: Special Committee on Planning

AGENDA ITEM: IV. Discussion of Differentiating Strategy

ACTION REQUIRED: None

The Chair will review the results of the ten-year financial plan, *U.S. News and World Report* gap analysis, research rankings comparison, and the performance measures, and will lead a discussion with the Special Committee on the University's ability to meet its aspiration of the 15th position in this ranking. The Chair will also review a proposed format for the Board of Visitors Retreat which would focus on differentiating strategies to identify specific areas in which the University can focus its resources and effort to obtain national and global preeminence.