### RESOLUTIONS ADOPTED BY THE BOARD OF VISITORS

**NOVEMBER 10-11, 2011**

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- Approval of Architect/Engineer Selection, Indoor Practice Facility - Fieldhouse
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Resolutions Adopted by the Medical Center Operating Board on November 10, 2011:

- Credentialing and Recredentialing Actions – University of Virginia Medical Center
- Credentialing Actions – University of Virginia Transitional Care Hospital

Resolutions Approved by the Chair of the Medical Center Operating Board and an Additional Voting Member on September 20, 2012:

- Credentialing and Recredentialing Actions – University of Virginia Medical Center
- Credentialing Actions – University of Virginia Transitional Care Hospital
SUBJECT TO THE
APPROVAL OF THE
BOARD OF VISITORS

November 10-11, 2011

The Board of Visitors of the University of Virginia met in Open Session, at 3:15 p.m., on Thursday, November 10, 2011, in the Board Room of the Rotunda; Ms. Helen E. Dragas, Rector, presided.


Also present were Ms. Teresa A. Sullivan, Ms. Susan G. Harris, Paul J. Forch, Ms. Susan A. Carkeek, Steven T. DeKosky, M.D., James L. Hilton, R. Edward Howell, Ms. Patricia M. Lampkin, Marcus L. Martin, M.D., Ms. Yoke San L. Reynolds, Ms. Colette Sheehy, John D. Simon, Michael Strine, Robert D. Sweeney, David J. Prior, Ms. Nancy A. Rivers, Ms. Gweneth West, and Ms. Debra D. Rinker.

The Rector called on Dr. Long to lead the Pledge of Allegiance.

Approval of the Minutes of the Board Meeting on September 15 and 16, 2011

On motion, the Minutes of the Board meeting held on September 15 and 16, 2011, were approved.

Resolution for Additions to the Agenda

On motion, the Board adopted the following resolution approving the consideration of addenda to the published Agenda of the meeting:

RESOLUTION TO APPROVE ADDITIONAL ACTION ITEMS

RESOLVED, the Board of Visitors approves the consideration of addenda to the published Agenda.

Setting the Board Meeting Dates for 2015 and 2016

The Rector asked for approval of the dates for Board meetings in 2015 and 2016, which were determined by the Board Office after consulting with Board Members.
On motion, the Board approved the following resolution:

**SETTING THE DATES OF THE 2015 AND 2016 BOARD MEETINGS**

RESOLVED, the following dates for the 2015 and 2016 Board meetings are approved:

Thursday and Friday  
February 19 & 20, 2015

Thursday and Friday  
June 11 & 12, 2015

Thursday & Friday  
September 17 & 18, 2015

Thursday & Friday  
November 12 & 13, 2015

Retreat date for 2015 to be determined

Thursday and Friday  
February 18 & 19, 2016

Thursday and Friday  
June 9 & 10, 2016

Thursday and Friday  
September 15 & 16, 2016

Thursday and Friday  
November 17 & 18, 2016

Retreat date for 2016 to be determined

Remarks by the Rector

The Rector presented two items involving the Council of Foundations. John Nau has agreed to be the Board liaison to the Council, which will provide the Board with more of a two-way dialogue with the Council. The second item is a request by the Council to change the committee on which its representative sits, moving from the Buildings and Grounds Committee to the Student Affairs and Athletics Committee.

On motion, the Board approved the following two resolutions:
RESOLVED, the Board of Visitors designates John L. Nau III to serve as the Board of Visitors liaison with the Council of Foundations, for the term commencing July 1, 2011 and ending June 30, 2015.

ADDITION OF COUNCIL OF FOUNDATIONS REPRESENTATIVE TO THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE AND ELIMINATION OF THE REPRESENTATIVE TO THE BUILDINGS AND GROUNDS COMMITTEE

WHEREAS, the Council of Foundations is an association of the University-related fundraising foundations; and

WHEREAS, in the Final Report of the Board’s Special Committee on Foundations, dated September 14, 2007, a recommendation was made to elect from among the lay membership of the Council of Foundations three persons to serve for terms of two years as non-voting representatives to three Board committees: External Affairs, Buildings and Grounds, and Finance; and

WHEREAS, the Final Report of the Special Committee on Foundations was approved by the Board of Visitors on October 5, 2007; and

WHEREAS, The Council of Foundations leadership has expressed an interest in changing one of the Board committees on which their non-voting representatives serve, moving a representative from Buildings and Grounds to Student Affairs and Athletics;

RESOLVED, the Board of Visitors approves adding a non-voting representative of the Council of Foundations to the Student Affairs and Athletics Committee, and eliminating the Council of Foundations representative to the Buildings and Grounds Committee.

President’s Report

The President’s remarks are reported verbatim:

Madame Rector, members of the Board of Visitors, good afternoon.

Yesterday there were two sociologists heading AAU universities. Today I am the only one. I am referring to the abrupt termination last night of Graham Spanier’s presidency at The Pennsylvania State University. It has prompted me to spend these few moments with you at the beginning of this meeting discussing the nature of presidential leadership at universities.

With respect to the specifics of the incident at Penn State, I know nothing more than what the media have reported. I do believe it is important to reiterate the fundamental principle of American
criminal law, that the men under indictment are assumed innocent until proven guilty. The allegations, however, are so serious that any president must ask herself, "If this happened as alleged, then could it have happened here? How do I know that it can't happen here?"

No president, no matter how personally noble and sagacious, can prevent every crime. Universities bring together thousands of people daily, in very close geographic proximity, and despite the selectivity we practice in admissions and employment, these are still human beings, beset by all the frailties and weaknesses of humanity. But what we can do, as a matter of policy and practice, is to create the conditions that nurture the best in us, while remaining alert and active whenever we encounter abuse.

More specifically, we function best when we seek to ensure in our community that we have good people, good processes, and good systems.

Good people - Provost Simon will be convening the deans in a retreat in a few weeks to spend a half day discussing the single question, "How do we hire the best faculty in the world?" We anticipate a lot of faculty hiring over the next five to seven years, and we will be looking for the people who are thought leaders in their fields - but we are also looking for people who will embrace the values of this institution, who will take seriously their responsibilities.

We are entrusted daily with the sons and daughters of this Commonwealth and other parts of the world, and we are entrusted daily with the care of patients and their families. We must ensure that we subscribe to the highest values in our interactions with anyone's children. What is true of our faculty must be true of our staff as well. In doing my own search for the COO and the Provost, I was especially attentive to the issue of character. Both Michael Strine and John Simon are stewards not only of our assets but also of our mission.

I do believe that tone at the top is important, and I have sought to send a message to this community that respect for the individual and doing the right thing, caring for one another and making every decision with consideration for our values are how we will do business. Not everyone will agree with how I enact these values - there are inevitably conflicts between individuals, or disagreements about resource allocation, in which each side will claim that their position is the righteous one and I have been hypocritical.

That is why we need good processes. A good process leads to good decisions because it requires us to call to mind the important considerations that precede the decision. A good hiring process leads us to consider values such as expertise, diversity, and character. A good personnel evaluation process leads us to offer honest feedback about an employee's performance, just as grading gives us an opportunity to provide feedback to a student.
In the executive session tomorrow, you will evaluate my first year of performance as a president. I have done a similar evaluation for my direct reports, and we have developed a merit increase process this year that requires a written evaluation to justify any increase in pay. I hope that such opportunities for feedback become standard here, because the feedback makes us better. When we make a mistake, a good process leads us to review the mistake, acknowledge it, and try to learn from it.

Let me add that a good process also helps the evaluator. I commended one of our vice presidents, in his annual evaluation, because he had the courage to confront me when he thought I had made a mistake. I also must be willing to accept feedback, positive or negative, if I am to lead effectively, and I must set a tone that says that bad news can rise to the top of this organization without any messenger being shot for bearing it.

Finally, individuals may fail and processes may fail. That is why we need good systems. In the case of protecting children, the heart of the matter at Penn State, most universities view children as a vulnerable population that deserves special protection. We have special protections for children in research; we have protective measures in our day care centers, in our pediatric clinics, and in other places on Grounds that routinely deal with children. With such systems in place, it becomes clear that having a child in a locker room is an outlier—because that’s a place without special protection for a child.

Good systems lead us to identify the outliers and change our practice. I have spent some time this past year looking for outliers, organizational anomalies that are out of line with good practice. In some cases I have changed reporting lines to provide better supervision. I have made use of our internal auditor, initiating the practice of change-of-management audits to provide routine oversight, to be sure that no office is an outlier in terms of our policies. I will continue to look for ways to use good systems to support good outcomes.

As a mother and a university president, I grieve over the events at Penn State. I want UVa to learn from negative events that happen at any university; most of all, I want us to learn from events we experience here, and to model for our students how we can continue to learn and improve. I pledge myself, imperfect and fallible as I acknowledge myself to be, to lead by example.

**Gifts and Grants Report**

The President gave the report on gifts and grants received since the September meeting.

Philanthropic giving to the University of Virginia and its related foundations for the current fiscal year through September 30,
2011 is $66,209,980.85. This is an increase of $28,756,717.05, or 76.78% above the results of the previous fiscal year.

Gifts to the School of Architecture, College and Graduate School of Arts and Sciences, McIntire School of Commerce, Darden School, Children’s Hospital, University Medical Center, School of Nursing, Jefferson Scholars Foundation, Miller Center of Public Affairs, the UVa Alumni Association, and The University of Virginia’s College at Wise saw significant increases in support in the first quarter over last year.

Significant gifts received since the last meeting include the following:

The trust under the will of Marguerite F. Livy bequest of $7,859,204 to the College and Graduate School of Arts and Sciences for the E. Bruce Livy Endowment Fund;

The Bill and Melinda Gates Foundation private grant of $3,597,563 to the Internal Medicine Department in the School of Medicine for the “Exploration of the Biologic Basis for Underperformance of OPV and Rotavirus Vaccines in Bangladesh and India,” and another private grant of $1,079,300 to the Internal Medicine Department in the School of Medicine for the “Next Generation Molecular Diagnostic Technologies for Detection of Enteric Pathogens;”

The Foundation for the National Institutes of Health private grant of $2,663,981 to the Internal Medicine Department in the School of Medicine for its “Global Network for Malnutrition and Enteric Disease Research;”

The Paul H. Wornom Revocable Trust bequest of $1,500,000 to the School of Medicine to establish the Paul H. Wornom Scholarship Fund;

Amgen Inc., gift of $1,000,000 to the Darden School of Business for its “Initiative for Business in Society;”

The Estate of Louis S. Ehrich, Jr., bequest of $1,000,000 to the School of Engineering & Applied Science for the Louis S. Ehrich Jr. Endowment Fund; and

The Estate of Richard K. Ernst bequest of $700,000 to the University for the Richard K. Ernst Fund for Historic Preservation.

Significant new pledges recorded since the last meeting include:

The Joseph and Robert Cornell Memorial Foundation pledge of $1,000,000 to the College and Graduate School of Arts and Sciences for the Joseph and Robert Cornell Memorial Foundation Arts Fund;
The Anheuser-Busch Foundation pledge of $643,764 to the Rector & Visitors Division of Student Affairs for the National Social Norms Institute; and

The Harrison Foundation pledge of $500,000 to the School of Medicine in support of its Alzheimer’s Disease Program.

The President recommended that the Board accept the report.

The Rector asked for a motion to approve the Gifts and Grants Report. The motion was made, seconded, and the Report was approved.

The Rector recessed the Board to continue with committee meetings and adjourn for the day. Following the Buildings and Grounds Committee meeting on Thursday was a bus tour of recently completed construction projects.

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AccessUVa Meeting, Friday, November 11

Mr. Kington reported on the progress of the Board ad hoc committee on AccessUVa. He said in September the Board was told that the costs for AccessUVa had been rising over the past few years. The ad hoc committee was created to review the program. The first step was to select a consultant; they received six proposals. Mr. Kington and Mr. Hardie, along with administrators, reviewed all of the proposals and selected the consultant. Mr. Kington said it is not possible to look at AccessUVa by itself; a discount cannot be reviewed without looking at the original pricing policy. No one makes a decision in a vacuum about price; there are other decision points.

The consulting firm selected, Art and Science from Baltimore, specializes in the areas of tuition pricing, financial aid, enrollment management, strategic planning, and related areas. The principal, Ben Edwards, is an alumnus of the University. The other members of the team are David Strauss and Craig Goebel; they have been working together for 15 or 16 years. Mr. Kington said the committee had their first meeting with Art and Science on November 9. The consultants will present to the Board in February on ways to enhance AccessUVa, but the full project will require looking at an entire admissions cycle, with a final presentation to the Board in September. He encouraged Board Members to participate in the process.

Executive Session – Friday, November 11

After adopting the following motions, the Board went into Executive Session:
That the Board of Visitors of the University of Virginia convene in Executive Session for the purpose of discussing and/or approving personnel actions involving the appointment, reappointment, transition, nomination, evaluation, performance, compensation, and resignation of specific University officers and employees as provided for in Section 2.2-3711 (A) (1) of the Code of Virginia.

That the Board of Visitors convene in Executive Session to consult with General Counsel and be advised on our firearms policy and to further consult with General Counsel on his privileged legal report on pending and anticipated litigation affecting the University, as provided for in Section 2.2-3711 (A) (7) of the Code of Virginia.

That the Board of Visitors of the University of Virginia convene in Executive Session for the purpose of discussing the performance and compensation of the President and the Chancellor, as provided for in Section 2.2-3711 (A) (1) of the Code of Virginia.

At 4:30 p.m., the Board resumed in open session. On motion, the Board adopted the following resolution certifying that its deliberations in Executive Session had been conducted in accordance with the exemptions permitted by the Virginia Freedom of Information Act:

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

Final Session – Friday, November 11

The Full Board was called to order at 4:30 p.m., on Friday, November 11th in the Board Room of the Rotunda. All Members, save Randal J. Kirk and Edward D. Miller, M.D., were present. The following resolutions were approved unanimously, except Ms. Dragas and Mr. Kington abstained from voting on the resolution approving an easement to Dominion Virginia Power, and Mr. Martin abstained from the vote on the transfer of property to the University of Virginia Foundation:
CONSENT AGENDA

APPROVAL OF EASEMENT FROM THE UNIVERSITY OF VIRGINIA TO DOMINION VIRGINIA POWER
(approved by the Buildings and Grounds Committee on November 10, 2011)

RESOLVED, the grant of a permanent easement on property owned by The Rector and Visitors of the University of Virginia to Dominion Virginia Power, in the approximate location shown on that certain plat entitled "Plat to Accompany Right-of-Way Agreement", dated August 4, 2011, identified as Plat Number 81100050, and prepared by Virginia Electric and Power Company doing business as Dominion Virginia Power (the "Plat"), to facilitate the installation of electrical facilities, is approved; and

RESOLVED FURTHER, the Executive Vice President and Chief Operating Officer is authorized, on behalf of the University, to approve and execute a deed of easement and related documents, to approve revisions to the Plat (including, without limitation, revisions to change the location of the permanent easement), to incur reasonable and customary expenses, and to take such other actions as deemed necessary and appropriate to grant such permanent easement; and

RESOLVED FURTHER, all prior acts performed by the Executive Vice President and Chief Operating Officer, and other officers and agents of the University, in connection with the grant of such permanent easement, are in all respects approved, ratified, and confirmed.

APPROVAL OF DEMOLITION OF MILTON AIRFIELD SUPPORT BUILDING (207-0662)
(approved by the Buildings and Grounds Committee on November 10, 2011)

WHEREAS, the building condition has deteriorated to the extent where the structural integrity may be compromised; and

WHEREAS, pursuant to the Management Agreement, dated November 15, 2005, by and between the Commonwealth of Virginia and The Rector and Visitors of the University of Virginia, as amended, subject to review by the Art and Architectural Review Board and the Department of Historic Resources and compliance with such general laws as may be applicable, the Board of Visitors is authorized to approve the demolition of buildings; and

WHEREAS, the demolition has been previously approved by the Art and Architectural Review Board and the Department of Historic Resources;

RESOLVED, the demolition of the Support Building is approved by the Board of Visitors, subject to compliance with such general laws as may be applicable; and
RESOLVED FURTHER, the Executive Vice President and Chief Operating Officer is authorized, on behalf of the University, to approve and execute such documents and to take such other actions as deemed necessary and appropriate in connection with the demolition of the facility; and

RESOLVED FURTHER, all prior acts performed by the Executive Vice President and Chief Operating Officer, and other officers and agents of the University, in connection with the demolition of the facility, are in all respects approved, ratified, and confirmed.

APPROVAL OF THE BOARD OF VISITORS REPRESENTATIVES TO THE GOVERNING BOARDS OF UNIVERSITY-RELATED FOUNDATIONS
(approved by the External Affairs Committee on November 11, 2011)

RESOLVED, the following persons are ratified or confirmed as representatives of the Board of Visitors to the governing boards of the following University-related Foundations:

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<tr>
<th>Foundation</th>
<th>Board of Visitors Representative</th>
<th>Term Ending</th>
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<tbody>
<tr>
<td>Alumni Association of the University of Virginia</td>
<td>Allison Cryor DiNardo</td>
<td>06/30/15*</td>
</tr>
<tr>
<td>The Alumni Board of Trustees of the University of Virginia Endowment Fund</td>
<td>J. Davis Hamlin</td>
<td>12/31/12</td>
</tr>
<tr>
<td>The College Foundation</td>
<td>W. Heywood Fralin</td>
<td>06/30/14</td>
</tr>
<tr>
<td>The University of Virginia’s College at Wise Alumni Association</td>
<td>Marvin W. Gilliam Jr.</td>
<td>06/30/14</td>
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<tr>
<td>The University of Virginia’s College at Wise Foundation, Inc.</td>
<td>Marvin W. Gilliam Jr.</td>
<td>06/30/14</td>
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<tr>
<td>Curry School of Education Foundation</td>
<td>John L. Nau III</td>
<td>06/30/15*</td>
</tr>
<tr>
<td>Darden School Foundation</td>
<td>The Hon. Lewis F. Payne</td>
<td>12/31/13</td>
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<tr>
<td>The Foundation of the State Arboretum at Blandy Experimental Farm</td>
<td>Richard S. Minturn</td>
<td>06/30/14</td>
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<tr>
<td>Healthcare Partners, Inc.</td>
<td>Vincent J. Mastracco Jr.</td>
<td>06/30/14</td>
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<tr>
<td>The Jefferson Scholars Foundation</td>
<td>Hunter E. Craig</td>
<td>06/30/15*</td>
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<tr>
<td>Foundation</td>
<td>Board of Visitors Representative</td>
<td>Term Ending</td>
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<tr>
<td>Law School Alumni Association and The University of Virginia's Law School Foundation</td>
<td>Gordon F. Rainey Jr.</td>
<td>12/31/12</td>
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<tr>
<td>McIntire School of Commerce Foundation</td>
<td>The Hon. Alan A. Diamonstein</td>
<td>06/30/13</td>
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<tr>
<td>Medical School Alumni Association and the University of Virginia's Medical School Foundation</td>
<td>Sam D. Graham Jr., M.D.</td>
<td>06/30/13</td>
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<tr>
<td>The Miller Center Foundation</td>
<td>W. Heywood Fralin</td>
<td>06/30/13</td>
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<tr>
<td>Osher Lifelong Learning Institute (OLLI) at The University of Virginia</td>
<td>Gary S. Nimax</td>
<td>06/30/13</td>
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<tr>
<td>The University of Virginia Patent Foundation</td>
<td>Randal J. Kirk</td>
<td>06/30/15*</td>
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<tr>
<td>Rare Book School</td>
<td>Karin Wittenborg</td>
<td>12/31/13</td>
</tr>
<tr>
<td>The School of Architecture Foundation</td>
<td>George Keith Martin</td>
<td>06/30/15*</td>
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<tr>
<td>The University of Virginia Foundation and Subsidiaries</td>
<td>The Hon. Lewis F. Payne</td>
<td>06/30/15*</td>
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<tr>
<td>University of Virginia Health Foundation</td>
<td>Edward D. Miller, M.D.</td>
<td>06/30/15*</td>
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<tr>
<td>University of Virginia Investment Management Company</td>
<td>Mark J. Kington</td>
<td>06/30/15*</td>
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<tr>
<td>University of Virginia Engineering Foundation</td>
<td>Kenneth M. Humphries</td>
<td>12/31/13</td>
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<td>University of Virginia Physicians Group</td>
<td>Edward D. Miller, M.D.</td>
<td>06/30/15*</td>
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<td>Virginia Athletics Foundation</td>
<td>Marvin W. Gilliam Jr.**</td>
<td>12/31/15*</td>
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<tr>
<td>Virginia Tax Foundation, Inc.</td>
<td>Joseph E. Gibson</td>
<td>12/31/12</td>
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* Denotes ratification required by the Board of Visitors
** Daniel R. Abramson will serve as the BOV representative until 12/31/11
ACTION ITEMS

APPROVAL OF THE AUDIT CHARTER
(approved by the Audit and Compliance Committee on November 11, 2011)

RESOLVED, the attached Audit Charter, updated on November 11, 2011, is approved as recommended by the Audit and Compliance Committee.

NAMING THE COURTYARD AT RICE HALL
(approved by the Buildings and Grounds Committee on November 10, 2011)

WHEREAS, Rice Hall is the six-story Information Technology Engineering Building for the School of Engineering, which is located at the corner of Whitehead and Stadium Roads, and serves as the new home for the Department of Computer Science; and

WHEREAS, the courtyard at Rice Hall is made from local Buckingham slate and was completed through the generous gifts of Lee S. Ainslie III (ENGR '86), Elizabeth M. Ainslie, Michael A. Pausic (ENGR '86), and Kelley A. MacDougall; and

WHEREAS, Mr. Ainslie is an alumnus of the School of Engineering (B.S., Systems Engineering), where he was a Westmoreland Davis Scholar and Thomas Pinckney Bryan Jr. Scholar; and

WHEREAS, Mr. Ainslie is a managing partner of Maverick Capital Ltd., which he helped found in 1993, and currently serves as Vice Chairman of the Board of Directors of the Robin Hood Foundation and trustee of the Board of the University of Virginia’s Jefferson Scholars Foundation; and

WHEREAS, Mr. Pausic, a Managing Director at Maverick Capital Ltd., is an alumnus of the School of Engineering (B.S. Systems Engineering) and currently serves as board member of the UVa Engineering Foundation;

RESOLVED, the Board of Visitors names the Courtyard at Rice Hall the Maverick Capital Courtyard and thanks Mr. and Mrs. Ainslie, Mr. Pausic, and Ms. MacDougall, for their leadership, generosity, and support.

APPROVAL OF A NEW DEGREE PROGRAM: BACHELOR OF ARTS IN PUBLIC POLICY AND LEADERSHIP IN THE FRANK BATTEN SCHOOL OF LEADERSHIP AND PUBLIC POLICY
(approved by the Educational Policy Committee on November 11, 2011)

RESOLVED, subject to approval by the State Council of Higher Education for Virginia, the Bachelor of Arts in Public Policy and
Leadership is established at the Batten School of Leadership and Public Policy.

**REVISIONS TO DEFINED CONTRIBUTION RETIREMENT PLANS**
(approved by the Finance Committee on November 11, 2011)

RESOLVED, the University’s Executive Vice President and Chief Operating Officer is a designee with delegated authority to amend the “Plans” (Optional Retirement Plan for Employees of the University of Virginia, Defined Contribution Plan for Executive Employees of the University of Virginia, Commonwealth of Virginia Matching Contribution Retirement Plan for Salaried Employees of the University of Virginia, Defined Contribution Plan for Physicians of Community Medicine, Defined Contribution Incentive Plan for Employees of the University of Virginia Investment Management Company, Matching Contribution Retirement Plan for the University of Virginia Medical Center, Supplemental Defined Contribution Benefit Plan for Employees of the University of Virginia, Optional Retirement Plan for Employees of the University of Virginia Medical Center, and Supplemental Defined Contribution Benefit Plan for Employees of the University of Virginia Medical Center) at any time on behalf of the University’s Board of Visitors, when and if such amendment is required to conform a plan to applicable changes in federal or state law, and with prior notification to the Rector and Vice Rector; and

RESOLVED FURTHER, the Supplemental Defined Contribution Plan for Employees of the University of Virginia is amended such that mandatory employee contributions required by recent legislation affecting employees in the Optional Retirement Plan (ORP) hired or rehired on or after July 1, 2010 (“Plan 2” employees) will be an amount equal to 5% of the employee’s compensation; and

RESOLVED FURTHER, the Optional Retirement Plan for employees of the UVA Medical Center is amended to grant employees who became eligible employees as a result of the Medical Center’s stock purchase of Hematology Oncology Patient Enterprises, P.C. (HOPE), effective July 15, 2011, the right to apply months of service performed on behalf of HOPE toward fulfilling the vesting period requirement.

**APPROVAL OF WORKING CAPITAL INVESTMENT POLICY**
(approved by the Finance Committee on November 11, 2011)

WHEREAS, the Board of Visitors finds it to be in the best interest of the University of Virginia to strengthen the policy guidance provided on the investment of working capital; and

WHEREAS, the existing Short-Term Investment Policy addresses only the investment of working capital in fixed-income vehicles with maturities no greater than two years, and does not provide guidance on intermediate and long-term investments; and
WHEREAS, since the Short-Term Investment Policy was approved by the Board of Visitors in September 2009, several external events have occurred, including the unprecedented downgrade of U.S. Government debt to a split “AA”/“AAA” rating; and

WHEREAS, the 2010 Study of Commonwealth Investment Practices, published by the Auditor of Public Accounts, contains two recommendations for the University of Virginia which should be incorporated into the policy; and

WHEREAS, conditions of significant market instability may require a reallocation of the portfolio in order to protect the safety and/or liquidity of the working capital portfolio;

RESOLVED, the Board of Visitors approves the Working Capital Investment Policy to replace the existing Short-Term Investment Policy.

APPROVAL OF THE RELOCATION OF A PROPERTY LINE AND THE TRANSFER OF 507 SQUARE FEET FROM THE UNIVERSITY OF VIRGINIA TO THE UNIVERSITY OF VIRGINIA FOUNDATION, CITY OF CHARLOTTESVILLE, VIRGINIA
(approved by the Finance Committee on November 11, 2011)

WHEREAS, the University of Virginia has entered into a purchase contract to acquire the Battle Building at the University of Virginia Children’s Hospital (the “Battle Building”) from the University of Virginia Foundation (the “Foundation”); and

WHEREAS, to facilitate the construction of the Battle Building, it is desirable to relocate the shared boundary line with 1224 Jefferson Park Avenue, property owned by The Rector and Visitors of the University of Virginia, and to transfer approximately 507 square feet of land to the Foundation;

RESOLVED, the adjustment of the boundary line and the transfer of 507 square feet of land to the Foundation, consistent with that certain plat entitled “Boundary Adjustment Plat of Tax Map 10 Parcels 60 and 82” dated July 19, 2011, and prepared by Timmons Group (the “Plat”), is approved; and

RESOLVED FURTHER, the Executive Vice President and Chief Operating Officer is authorized, on behalf of the University, to approve and execute transfer agreements, contracts and related documents, to approve revisions to the Plat, to incur reasonable and customary expenses, and to take such other actions as deemed necessary and appropriate to consummate the boundary line adjustment and transfer; and

RESOLVED FURTHER, all prior acts performed by the Executive Vice President and Chief Operating Officer, and other officers and agents
of the University, in connection with such boundary line adjustment and transfer, are in all respects approved, ratified, and confirmed.

**APPROVAL OF ADDITION TO THE ANNUAL RENOVATION AND INFRASTRUCTURE PROJECT PLAN, LAWN, AND RANGE ROOMS - CHIMNEY REPAIRS AND FIRE SUPPRESSION**  
(approved by the Finance Committee on November 11, 2011)

WHEREAS, the University proposes to repair the hearths, fireboxes, and chimneys as well as replace the flue linings in the Lawn and Range Rooms, and install a new fire suppression system at an estimated project cost of $3.7 million;

RESOLVED, the Board of Visitors approves the addition of the Lawn and Range Rooms - Chimney Repairs and Fire Suppression project to the University’s Annual Renovation and Infrastructure Project Plan.

**APPOINTMENT TO THE BOARD OF THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE**  
(approved by the Committee on The University of Virginia’s College at Wise on October 10, 2011)

RESOLVED, Ms. Karen S. Mullins is appointed to The University of Virginia's College at Wise Board for a four-year term ending June 30, 2015, in accordance with the Board’s bylaws.

**APPROVAL OF THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE GOALS FOR 2011-2012**  
(approved by the Committee on The University of Virginia’s College at Wise on October 10, 2011)

RESOLVED, the Committee on The University of Virginia’s College at Wise Goals for 2011-2012 are approved as presented.

**APPROVAL OF REGULATION ON WEAPONS, FIREWORKS, AND EXPLOSIVES**  
(discussed in Executive Session on November 11, 2011)

RESOLVED, the Board of Visitors adopts the attached regulation entitled "Regulation of Weapons, Fireworks and Explosives", to be effective upon publication in the Virginia Register, and authorizes the University to complete the process for having the regulation published in the Virginia Register and the Virginia Administrative Code.
POLICY ON PRESIDENTIAL EVALUATION
(discussed in Executive Session on November 11, 2011)

WHEREAS, the Board of Visitors desires to enhance the opportunity and the environment for the sustainable, successful leadership of the University of Virginia by its current and future presidents; and

WHEREAS, an annual performance assessment is considered by the Board to be an important tool for monitoring the institutions' progress in meeting its strategic goals and for integrating leadership activities with such goals and with emerging external issues. The annual assessment is intended to help clarify the board's expectations regarding the President's performance and to communicate priorities for the future; and

WHEREAS, in order to assure that an annual evaluation is consistently conducted in an effective fashion, the Board of Visitors desires to institute and adopt a systematic and formal method of conducting the evaluation of the President;

RESOLVED, the Board of Visitors adopts the following guidelines for the annual evaluation of the President:

1. The Rector shall solicit the self-evaluation of the President, distribute it to the full Board of Visitors members for their review, and request feedback and input from the members by a certain date.

2. The Rector, the Vice Rector, and the most recently retired-from-office former Rector still on the Board (or in the absence of such, a senior member of the Board appointed by the Rector) shall form a group to be referred to as the Assessment Committee.

3. Each Board member shall individually provide his or her observations and counsel regarding the performance of the President over the past year directly to the Rector, or if preferred, another member of the Assessment Committee. The Assessment Committee members shall then compile and review the Board input, develop an evaluation, and meet with the President to discuss his or her performance.

4. Following the meeting with the President, the Assessment Committee shall report back to the Board regarding the evaluation discussion and shall propose goals for the future. The Assessment Committee shall also formulate a recommendation to the full board regarding compensation adjustments.

5. Following the Board of Visitors discussion and action, the Rector shall report such action back to the President.
Meetings of the Board and the Assessment Committee shall be coordinated through the Secretary to the Board; and

RESOLVED FURTHER, the foregoing guidelines are subject to change by action of the Board of Visitors or its Rector who shall inform the Board of any material change.

APPROVAL OF THE SUMMARY OF AUDIT FINDINGS FOR THE PERIOD JULY 1, 2011 THROUGH AUGUST 31, 2011
(discussed in Audit Committee Executive Session and approved by the Audit Committee on November 11, 2011)

RESOLVED, the Summary of Audit Findings for the period July 1, 2011 through August 31, 2011, as presented by the Chief Audit Executive, is approved as recommended by the Audit and Compliance Committee.

The following faculty personnel actions were reviewed and discussed in Executive Session on November 11:

FACULTY PERSONNEL ACTIONS

ELECTIONS

RESOLVED that the following persons are elected to the faculty:

Dr. Robert B. Becker, as Assistant Professor of Medicine, for one year, effective July 1, 2011, at an annual salary of $100,000.

Mr. Mark P. Beenhakker, as Assistant Professor of Pharmacology, for three years, effective August 25, 2011, at an annual salary of $88,000.

Ms. Kristin M. Behfar, as Associate Professor of Business Administration, for five academic years, effective August 25, 2011, at an academic year salary of $156,000.

Dr. Amer M. Beitinjaneh, as Assistant Professor of Medicine, for three years, effective September 1, 2011, at an annual salary of $100,000.

Dr. Katherine A. Black, as Assistant Professor of Anesthesiology, for two years, effective August 9, 2011, at an annual salary of $100,000.
Dr. Amy C. Brown, as Assistant Professor of Pediatrics, for one year, effective August 22, 2011, at an annual salary of $100,000.

Dr. Stephen H. Culp, as Assistant Professor of Urology, for three years, effective August 1, 2011, at an annual salary of $100,000.

Mr. Quinn Curtis, as Associate Professor of Law, for five years, effective August 25, 2011, at an academic year salary of $168,000.

Dr. Andrew E. Darby, as Assistant Professor of Medicine, for two years, effective July 1, 2011, at an annual salary of $100,000.

Dr. Jessica DeGrandis, as Assistant Professor of Medicine, for one year, effective July 1, 2011, at an annual salary of $100,000.

Dr. Julia den Hartog, as Assistant Professor of Medicine, for three years, effective July 1, 2011, at an annual salary of $100,000.

Mr. Matthew S. Gerber, as Research Assistant Professor of Systems and Information Engineering, for one year, effective August 8, 2011, at an annual salary of $86,000.

Ms. Edna J. Heath, as Professor of Nursing, effective October 3, 2011, at an annual salary of $150,000.

Dr. Ira Helenius, as Associate Professor of Medicine, for three years, effective September 6, 2011, at an annual salary of $100,000.

Mr. Jeremy Hutchison-Krupat, as Assistant Professor of Business Administration, for three academic years, effective August 25, 2011, at an academic year salary of $136,000.

Dr. Maria V. Indihar, as Assistant Professor of Medicine, for three years, effective August 1, 2011, at an annual salary of $100,000.
Mr. Patrick T. Keith-Hynes, as Assistant Professor of Psychiatry and Neurobehavioral Science, for one year, effective August 1, 2011, at an annual salary of $88,000.

Ms. Tamila L. Kindwall-Keller, as Assistant Professor of Medicine, for three years, effective August 1, 2011, at an annual salary of $150,000.

Dr. Amy S. Kipp, as Assistant Professor of Anesthesiology, for one year, effective August 1, 2011, at an annual salary of $100,000.

Mr. Matthew L. Kirwan, as Research Assistant Professor of Environmental Sciences, for the period July 25, 2011 through May 24, 2013, at an annual salary of $100,000.

Mr. Timothy C. Kraft, as Acting Assistant Professor of Business Administration, for one academic year, effective August 25, 2011, at an academic year salary of $136,000.

Mr. Timothy M. Laseter, as Professor of Practice of Business Administration, for one year, effective August 25, 2011, at an annual salary of $105,000.

Dr. Marc A. Lotano, as Assistant Professor of Anesthesiology, for three years, effective September 1, 2011, at an annual salary of $100,000.

Dr. Megan L. Madaras, as Assistant Professor of Medicine, for one year, effective July 1, 2011, at an annual salary of $100,000.

Dr. Rohit Malhotra, as Assistant Professor of Medicine, for two years, effective July 1, 2011, at an annual salary of $100,000.

Ms. Jessica K. Malpass, as Assistant Professor, General Nursing Faculty, for one academic year, effective August 29, 2011, at an academic year salary of $55,000.

Mr. Pedro M. Matos, as Associate Professor of Business Administration, for five academic years, effective August 25, 2011, at an academic year salary of $206,000.
Dr. Christopher M. Moore, as Assistant Professor of Medicine, for one year, effective July 1, 2011, at an annual salary of $100,000.

Dr. Afshan A. Ornan, as Assistant Professor of Radiology, for three years, effective August 15, 2011, at an annual salary of $100,000.

Dr. David A. Ornan, as Assistant Professor of Radiology, for three years, effective August 15, 2011, at an annual salary of $100,000.

Dr. Heather R. Peppard, as Assistant Professor of Radiology, for three years, effective September 15, 2011, at an annual salary of $100,000.

Dr. Sara K. Rasmussen, as Assistant Professor of Surgery, for three years, effective August 15, 2011, at an annual salary of $100,000.

Dr. Rebecca J. Scharf, as Assistant Professor of Pediatrics, for three years, effective August 1, 2011, at an annual salary of $100,000.

Dr. Philip W. Smith, as Assistant Professor of Surgery, for three years, effective August 1, 2011, at an annual salary of $100,000.

Dr. Cynthia Snider, as Assistant Professor of Medicine, for one year, effective July 1, 2011, at an annual salary of $100,000.

Dr. Carrie E. Sopata, as Assistant Professor of Obstetrics and Gynecology, for three years, effective August 1, 2011, at an annual salary of $100,000.

Mr. Anthony J. Spano, as Research Assistant Professor of Biology, for the period September 1, 2011 through November 30, 2012, at an annual salary of $53,000.

Dr. Siobhan M. Statuta, as Assistant Professor of Family Medicine, for one year, effective September 1, 2011, at an annual salary of $100,000.
Mr. James Stern, as Research Assistant Professor, General Faculty, for two years, effective August 25, 2011, at an annual salary of $60,000.

Dr. Jonathan R. Swanson, as Assistant Professor of Pediatrics, for three years, effective August 8, 2011, at an annual salary of $100,000.

Dr. Anne G. Tuskey, as Assistant Professor of Medicine, for three years, effective August 1, 2011, at an annual salary of $100,000.

Ms. Emiliana Versteeg, as Associate Professor of Law, for five academic years, effective August 25, 2011, at an academic year salary of $168,000.

Mr. Nolan A. Wages, as Assistant Professor of Public Health Sciences, for three years, effective August 1, 2011, at an annual salary of $102,000.

Dr. Amy West, as Assistant Professor of Medicine, for one year, effective July 1, 2011, at an annual salary of $100,000.

ACTIONS RELATING TO CHAIRHOLDERS

RESOLVED that the actions relating to the Chairholders are approved as shown below:

Election of Chairholders

Ms. Karen L. Abrams, as Albert Clark Tate Jr., Professor of Law, for three years, effective August 25, 2011. Ms. Abrams will continue as Professor of Law, without term.

Mr. Ignacio N. Alday Sanz, as Elwood R. Quesada Professor of Architecture, effective August 25, 2011, at an academic year salary of $116,000.

Ms. Michal Barzuza, as Caddell and Chapman Professor of Law, for three years, effective August 25, 2011. Ms. Barzuza will continue as Professor of Law, without term.
Ms. Tomiko Brown-Nagin, as T. Munford Boyd Professor of Law, effective August 25, 2011. Ms. Brown-Nagin will continue as Justice Thurgood Marshall Distinguished Professor of Law, with term, and Professor of Law, without term.

Mr. Albert H. Choi, as Albert C. BeVier Research Professor of Law, for three academic years, effective August 25, 2011. Mr. Choi will continue as Professor of Law, without term.

Mr. John F. Duffy, as Armistead M. Dobie Professor of Law, for three years, effective August 25, 2011. Mr. Duffy will continue as Professor of Law, without term.

Mr. Brandon L. Garrett, as Roy L. and Rosamond Woodruff Morgan Professor of Law, for three years, effective August 25, 2011. Mr. Garrett will continue as Professor of Law, without term.

Dr. C.D. Anthony Herndon, as Hovey Dabney Associate Professor of Urology, effective September 25, 2011. Dr. Herndon will continue as Associate Professor of Urology, without term.

Mr. Shiqiao Li, as Weedon Professor of Asian Architecture, effective December 25, 2011, at an academic year salary of $110,000.

Ms. M. Elizabeth Magill, as Elizabeth D. and Richard A. Merrill Professor of Law, for three years, effective August 25, 2011. Ms. Magill will continue as Joseph Weintraub - Bank of America Distinguished Professor of Law, without term.

Dr. Alan H. Matsumoto, as Theodore E. Keats Professor of Radiology, effective September 25, 2011. Dr. Matsumoto will continue as Professor of Radiology, without term.

Mr. George A. Rutherglen, as Earle K. Shawe Professor of Employment Law, for three years, effective August 25, 2011. Mr. Rutherglen will continue as John Barbee Minor Distinguished Professor of Law, without term.
Ms. Emily E. Scida, as Daniels Family Distinguished Teaching Associate Professor of Arts and Sciences, for three years, effective August 24, 2011. Ms. Scida will continue as Associate Professor, General Faculty, with term.

Mr. Christopher J. Sprigman, as Class of 1963 Research Professor of Law in honor of Graham C. Lilly and Peter W. Low, for three years, effective August 25, 2011. Mr. Sprigman will continue as Professor of Law, without term.

Mr. Siva Vaidhyanathan, as Robertson Professor of Modern Media Studies, effective August 25, 2011. Mr. Vaidhyanathan will continue as Professor of Media Studies, without term.

Mr. George K. Yin, as Thomas F. Bergin Teaching Professor of Law, for three years, effective August 25, 2011. Mr. Yin will continue as Edwin S. Cohen Distinguished Professor of Law and Taxation in the School of Law, without term.

Change of Title of Chairholders

Mr. David S. Cafiso, from Commonwealth Professor of Chemistry, to Alfred Burger Professor of Biological and Medicinal Chemistry, effective August 25, 2011. Mr. Cafiso will continue as Professor of Chemistry, without term.

Dr. Howard P. Goodkin, from Shure Associate Professor of Pediatric Neurology, to Shure Professor of Pediatric Neurology, effective September 25, 2011. Dr. Goodkin will continue as Professor of Neurology, without term, and Professor of Pediatrics, with term.

Mr. H. Douglas Laycock, from Armistead M. Dobie Professor of Law, to Robert E. Scott Distinguished Professor of Law, effective August 25, 2011. Mr. Laycock will continue as Horace W. Goldsmith Research Professor of Law, with term, and Professor of Law, without term.

Special Salary Action of Chairholders

Ms. Arlene W. Keeling, Centennial Distinguished Professor of Nursing, effective August 25, 2011, at an annual salary of $146,500.

Mr. Roger D. Martin, Arthur Andersen and Company Alumni Professor of Commerce, effective August 25, 2011, at an academic year salary of $161,600.

Mr. Jon D. Mikalson, William R. Kenan Jr., Professor of Classics, effective August 25, 2011, at an academic year salary of $121,900.

Ms. Emily E. Scida, Daniels Family Distinguished Teaching Professor of Arts and Sciences, effective August 25, 2011, at an annual salary of $100,000.

Mr. Siva Vaidhyanathan, Robertson Professor of Modern Media Studies, effective August 25, 2011, at an academic year salary of $163,300.

Mr. Eric Van Wincoop, Robert P. Black Research Professor of Economics, effective August 25, 2011, at an academic year salary of $225,000.

Resignation of Chairholders

Dr. Vincent Arlet, Warren G. Stamp Professor of Orthopaedic Surgery, effective January 6, 2012, to accept another position.

Mr. Steven W. Floyd, Frank S. Kaulback Jr., Professor of Commerce, effective September 1, 2011, to accept another position.

Dr. Mark E. Williams, Ward K. Ensminger Professor of Geriatric Medicine, effective December 31, 2011, for personal reasons.

CORRECTION TO THE ELECTION OF MS. RUTH G. BERNHEIM

RESOLVED that the election of Ms. Ruth G. Bernheim, as William Hobson Associate Professor of Information Sciences, effective July 25, 2011, as stated in the Minutes of the Board of Visitors dated September 16, 2011, be corrected to read as follows:
Ms. Ruth G. Bernheim, as William Hobson Associate Professor of Information Sciences, effective July 25, 2011, for five years. Ms. Bernheim will continue as Associate Professor of Medical Education in Public Health Sciences, with term.

PROMOTIONS

RESOLVED that the following persons are promoted:

Dr. Quanjun Cui, from Associate Professor of Orthopaedic Surgery, with term, to Associate Professor of Orthopaedic Surgery, without term, effective September 25, 2011.

Dr. Howard P. Goodkin, from Associate Professor of Neurology, without term, and Associate Professor of Pediatrics, with term, to Professor of Neurology, without term, and Professor of Pediatrics, for three years, effective September 25, 2011.

SPECIAL SALARY ACTIONS

RESOLVED that the following persons shall receive the salary indicated:

Ms. Kimberly C. Bassett, Lecturer, General Faculty, effective August 25, 2011, at an annual salary of $70,000.

Mr. Talbot M. Brewer, Professor of Philosophy, effective August 25, 2011, at an academic year salary of $140,000.

Dr. Joseph F. Chance, Lecturer, General Faculty, effective July 1, 2011, at an annual salary of $167,500.

Mr. Alon Confino, Professor of History, effective August 25, 2011, at an academic year salary of $110,000.

Dr. Alan C. Dalkin, Professor of Medicine, effective May 25, 2011, at an annual salary of $140,000.

Mr. Ronald G. Dimberg, Associate Professor of History, effective August 25, 2011, at an academic year salary of $85,700.
Mr. Frederick H. Epstein, Professor of Radiology, and Professor of Biomedical Engineering, effective June 25, 2011, at an annual salary of $192,300.

Mr. Thomas D. Finch, Lecturer, General Faculty, effective July 25, 2011, at an annual salary of $39,000.

Mr. Gabriel Finder, Associate Professor, General Faculty, effective August 25, 2011, at an academic year salary of $71,900.

Mr. Peter H. Gray, Associate Professor of Commerce, effective August 25, 2011, at an academic year salary of $148,000.

Mr. Mark E. Guilbeau, Lecturer, General Faculty, effective July 25, 2011, at an annual salary of $80,000.

Mr. Walter D. Harman, Professor of Chemistry, effective August 25, 2011, at an academic year salary of $125,500.

Dr. Meredith Hayden, Lecturer, General Faculty, effective August 1, 2011, at an annual salary of $134,100.

Mr. David Herman, Associate Professor of Slavic Languages and Literatures, effective August 25, 2011, at an academic year salary of $80,000.

Mr. David L. Hill, Professor of Psychology, effective August 25, 2011, at an annual salary of $192,300.

Mr. Keith L. Keene, Assistant Professor of Research in Medicine, effective August 25, 2011, at an annual salary of $80,000.

Mr. William C. Keene Jr., Research Professor of Environmental Sciences, effective August 25, 2011, at an academic year salary of $95,300.

Mr. Jonathan Kipnis, Associate Professor of Neuroscience, effective July 25, 2011, at an annual salary of $120,000.
Dr. Susan E. Kirk, Associate Professor of Medicine, effective July 1, 2011, at an annual salary of $261,000.

Mr. Andrew D. Koch, Lecturer, General Faculty, effective August 25, 2011, at an annual salary of $61,300.

Mr. Boris P. Kovatchev, Professor of Psychiatry and Neurobehavioral Sciences, and Professor of Public Health Sciences, with term, effective September 1, 2011, at $199,700.

Ms. Deborah L. McGrady, Associate Professor of French, effective August 25, 2011, at an academic year salary of $77,200.

Ms. Jane Miller, Lecturer, General Faculty, effective July 25, 2011, at an annual salary of $145,000.

Mr. Brian P. O'Connor, Lecturer, General Faculty, effective August 22, 2011, at an annual salary of $175,000.

Ms. Lisa A. Palmer, Associate Professor of Research in Pediatrics, effective July 25, 2011, at an annual salary of $79,400.

Ms. Charlotte J. Patterson, Professor of Psychology, effective August 25, 2011, at an academic year salary of $111,000.

Mr. Roger F. Payne, Lecturer, General Faculty, effective July 25, 2011, at an annual salary of $42,000.

Mr. Abraham S. Pritzker, Lecturer, General Faculty, effective June 25, 2011, at an annual salary of $53,000.

Dr. Colin E. Ramirez, Lecturer, General Faculty, effective July 1, 2011, at an annual salary of $127,150.

Ms. Karen M. Rose, Assistant Professor of Nursing, effective August 25, 2011, at an academic year salary of $73,000.

Mr. T'ai H. Roulston, Research Associate Professor of Environmental Sciences, effective August 25, 2011, at an annual salary of $70,300.
Mr. Jeremiah H. Russell, Lecturer, General Faculty, effective July 25, 2011, at an annual salary of $47,000.

Mr. Bowen M. Sargent, Lecturer, General Faculty, effective July 25, 2011, at an annual salary of $92,000.

Ms. Kathryn M. Sharpe, Assistant Professor of Business Administration, effective August 25, 2011, at an academic year salary of $150,000.

Ms. Jennifer E. Stertzer, Lecturer, General Faculty, effective August 25, 2011, at an annual salary of $61,875.

Mr. Kenneth S. Stroupe, Lecturer, General Faculty, effective August 25, 2011, at an annual salary of $130,000.

Mr. Robert H. Tai, Associate Professor of Education, effective August 25, 2011, at an annual salary of $110,800.

Ms. Donna J. Tolson, Assistant Librarian, General Faculty, Alderman Library, effective September 1, 2011, at an annual salary of $82,000.

Ms. Carolyn Vallas, Lecturer, General Faculty, effective August 25, 2011, at an annual salary of $102,100.

Dr. Lara C. Veber, Lecturer, General Faculty, effective July 1, 2011, at an annual salary of $122,950.

Ms. Ishan C. Williams, Assistant Professor of Nursing, effective August 25, 2011, at an academic year salary of $72,300.

Mr. Melvin N. Wilson, Professor of Psychology, effective August 25, 2011, at an annual salary of $133,100.

Ms. Kimberly A. Wong, Lecturer, General Faculty, effective August 25, 2011, at an annual salary of $62,500.

Dr. Yaqin Xu, Instructor of Research in Biomedical Engineering, effective August 1, 2011, at an annual salary of $58,500.
Mr. Khalequz Zaman, Assistant Professor in Pediatrics, effective July 25, 2011, at an annual salary of $64,800.

RESIGNATIONS

The following resignations were announced:

Mr. Pieter A. Dijkwel, Assistant Professor in Biochemistry & Molecular Genetics, effective August 24, 2011, for personal reasons.

Mr. Justin G. Ford, Assistant Professor of Anesthesiology, effective June 30, 2011, for personal reasons.

Mr. Benjamin A. Kefas, Assistant Professor of Research in Neurology, effective October 31, 2011, to accept another position.

Mr. Wei Li, Professor of Business Administration, effective May 24, 2011, for personal reasons.

Ms. Margarita Nafpaktitis, Assistant Professor of Slavic Languages and Literatures, effective August 24, 2011, to accept another position.

Mr. Craig G. Rusin, Assistant Professor of Research in Medicine, effective August 12, 2011, to accept another position.

Dr. Marc Sarti, Assistant Professor of Radiology, effective August 5, 2011, to accept another position.

Dr. Kelly E. Sibre, Assistant Professor of Medicine, effective July 15, 2011, for personal reasons.

Dr. Dale Stovall, Professor of Obstetrics and Gynecology, effective July 31, 2011, to accept another position.

Dr. Christopher Y. Thomas IV, Associate Professor of Medicine, effective September 13, 2011, to accept another position.

Ms. Elizabeth K. Thurston, Assistant Professor, General Faculty, effective June 8, 2011, for personal reasons.
Ms. Rina V. Williams, Assistant Professor of Middle Eastern and South Asian Languages and Cultures, effective May 24, 2011, for personal reasons.

RETIREMENTS

The following retirements were announced:

Mr. James C. Garrison II, Professor of Pharmacology, effective January 1, 2012. Mr. Garrison has been a member of the faculty since November 1, 1973.

Ms. Doris S. Greiner, Associate Professor of Nursing, effective September 24, 2011. Ms. Greiner has been a member of the faculty since August 7, 1995.

APPOINTMENT

The following appointment was announced:

Mr. Eric M. Patashnik, as Acting Dean, Frank Batten School of Leadership & Public Policy, for the period August 25, 2011 through December 31, 2011, or until Dean Harry Harding returns from medical leave, whichever comes first.

RE-APPOINTMENTS

The following re-appointments were announced:

Ms. Sarah L. Collie, as Assistant Vice President for Management and Budget/Director of State Governmental Relations, for three years, effective September 25, 2011.

Mr. Bryan Garey, as Director, Employee Development, for one year, effective August 12, 2011.

ELECTION OF PROFESSOR EMERITUS

RESOLVED that the following person is elected Professor Emeritus:
Mr. James C. Garrison II, Professor of Pharmacology, effective January 1, 2012.

ELECTION OF ASSOCIATE PROFESSOR EMERITUS

RESOLVED that the following person is elected Associate Professor Emeritus:

Ms. Doris S. Greiner, Associate Professor of Nursing, effective September 24, 2011.

DEATHS

The following deaths were announced:

Mr. Gregory G. Colomb, Professor of English, died October 11, 2011. Mr. Colomb had been a member of the faculty since July 25, 1997.

Mr. Charles M. Heuchert, Associate Professor of Education, died September 20, 2011. Mr. Heuchert had been a member of the faculty since September 1, 1969, until his retirement in 1998.

Mr. Robert T. Rood, Professor Emeritus of Astronomy, died November 2, 2011. Mr. Rood had been a member of the faculty since February 1, 1973, until his retirement in 2011.

THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE

ELECTION

RESOLVED that the following person is elected to the faculty:

Ms. Shafagh Jafer, as Visiting Assistant Professor of Software Engineering, The University of Virginia's College at Wise, for one academic year, effective August 25, 2011, at an academic year salary of $80,000.
PROMOTIONS

RESOLVED that the following persons are promoted:

Mr. John M. Adrian, from Assistant Professor of English, The University of Virginia’s College at Wise, to Associate Professor of English, The University of Virginia’s College at Wise, effective August 25, 2011.

Mr. James E. Horton, from Associate Professor of Psychology, The University of Virginia’s College at Wise, to Professor of Psychology, The University of Virginia’s College at Wise, effective August 25, 2011.

Mr. Abrar A. Qureshi, from Assistant Professor of Software Engineering, The University of Virginia’s College at Wise, to Associate Professor of Software Engineering, The University of Virginia’s College at Wise, for one academic year, effective August 25, 2011.

Mr. Lucian M. Undreiu, from Assistant Professor of Physics, The University of Virginia’s College at Wise, to Associate Professor of Physics, The University of Virginia’s College at Wise, effective August 25, 2011.

Mr. Witold Wolny, from Associate Professor in Comparative Religion, with term, The University of Virginia’s College at Wise, to Associate Professor in Comparative Religion, without term, The University of Virginia’s College at Wise, effective August 25, 2011.

SPECIAL SALARY ACTIONS

RESOLVED that the following persons shall receive the salary indicated:

Mr. John M. Adrian, Associate Professor of English, The University of Virginia’s College at Wise, effective August 25, 2011, at an academic year salary of $50,100.
Mr. James E. Horton, Professor of Psychology, The University of Virginia's College at Wise, effective August 25, 2011, at an academic year salary of $61,900.

Mr. Abrar A. Qureshi, Associate Professor of Software Engineering, The University of Virginia's College at Wise, effective August 25, 2011, at an academic year salary of $95,100.

Mr. Lucian M. Undreiu, Associate Professor of Physics, The University of Virginia's College at Wise, effective August 25, 2011, at an academic year salary of $48,800.

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2011-2012 SALARY FOR CHANCELLOR DAVID PRIOR
(discussed in Executive Session on November 11, 2011)

RESOLVED, that the Rector and Visitors of the University of Virginia approve the following 2011-2012 salary recommendation for Chancellor David Prior:

Chancellor David Prior

<table>
<thead>
<tr>
<th>Actual as of 11/25/10</th>
<th>Proposed as of 11/25/11</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>127,216</td>
<td>127,216</td>
</tr>
<tr>
<td>One-Time Bonus (3%)</td>
<td>3,816</td>
<td>--</td>
</tr>
<tr>
<td>Total Salary, excluding local supplement</td>
<td>131,032</td>
<td>127,216</td>
</tr>
<tr>
<td>Local supplement</td>
<td>137,884</td>
<td>137,884</td>
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<tr>
<td>One-Time Bonus</td>
<td>4,137</td>
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<tr>
<td>Total local supplement</td>
<td>142,021</td>
<td>137,884</td>
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<tr>
<td>Total Salary</td>
<td>273,053</td>
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<tr>
<td>Deferred Compensation</td>
<td>50,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Total One-Time Bonus</td>
<td>7,953</td>
<td>--</td>
</tr>
</tbody>
</table>

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APPROVAL OF THE UNIVERSITY OF VIRGINIA HEALTH SYSTEM CLINICAL ENTERPRISE STRATEGIC DIRECTION
(approved in the Medical Center Operating Board on November 10, 2011)
WHEREAS, the Medical Center Operating Board and the Board of Visitors find it to be in the best interests of the University of Virginia and its Health System to adopt a strategic direction for the Health System clinical enterprise for the period from the present through 2020; and

WHEREAS, the Health System clinical enterprise aspires to set the statewide standard for quality, safety, patient accessibility, and coordinated healthcare; and

WHEREAS, the Health System desires to foster a cycle of success, whereby the clinical, research, and teaching missions create synergies to propel the faculty, the Health System, and the University as a whole forward across all of the missions of the Health System; and

WHEREAS, the Health System wishes to partner well with community healthcare providers by pursuing relationships that complement existing capabilities and advance the care provided in local communities across the Commonwealth; and

WHEREAS, the Health System aims to be the primary driver of clinical innovation throughout Virginia and nationally through partnerships that distribute clinical expertise, access to clinical research, and advanced technologies; and

WHEREAS, the Health System aspires to be a top tier academic medical center as evidenced by advanced clinical, research, and teaching programs that drive innovation, throughout the Commonwealth and nationally, in the delivery of healthcare;

RESOLVED, the Board of Visitors hereby approves and adopts the foregoing strategic direction for the Health System.

On motion, the meeting of the Board of Visitors was adjourned at 4:45 p.m.

Respectfully submitted,

Susan G. Harris
Secretary

SGH:lah
These minutes have been posted to the University of Virginia’s Board of Visitors website.
http://www.virginia.edu/bov/publicminutes.html
ADDENDUM TO THE OFFICIAL MINUTES OF THE MEETING OF THE BOARD OF VISITORS OF THE UNIVERSITY OF VIRGINIA

Meeting Date: November 10 and 11, 2011

CERTIFICATION OF EXECUTIVE MEETING

The Board of Visitors, sitting in Open Session, unanimously adopted a resolution certifying that while meeting in Executive Session - as permitted by the relevant provisions of the Code of Virginia - only public business authorized by its motion and lawfully exempted from consideration were discussed in closed session.

Respectfully submitted,

Susan G. Harris
Secretary
RESOLUTIONS NOT REQUIRING ACTION BY THE FULL BOARD

The following resolutions were adopted in Board Committees and do not require approval by the full Board; they are enumerated below as a matter of record.

BUILDINGS AND GROUNDS COMMITTEE – NOVEMBER 10, 2011
Resolutions approved by the Buildings and Grounds Committee and reported to the full Board.

APPROVAL OF ARCHITECT/ENGINEER SELECTION, INDOOR PRACTICE FACILITY – FIELDHOUSE

RESOLVED, VMDO Architects, of Charlottesville, Virginia, with Knight Architects, of Atlanta, Georgia, are approved for performance of architectural and engineering services for the Indoor Practice Facility – Fieldhouse.

APPROVAL OF CONCEPT, SITE, AND DESIGN GUIDELINES FOR INDOOR PRACTICE FACILITY – FIELDHOUSE

RESOLVED, the concept, site, and design guidelines, dated November 10, 2011, prepared by the Architect for the University for construction of the Indoor Practice Facility – Fieldhouse are approved; and

RESOLVED FURTHER, the project will be presented for further review at the schematic design level of development.

MEDICAL CENTER OPERATING BOARD – NOVEMBER 10, 2011
Resolutions approved by the Medical Center Operating Board and reported to the full Board.

CREDENTIALING AND RECREDENTIALING ACTIONS – MEDICAL CENTER – November 10, 2011

RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

1. NEW APPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:
Duminy, John L., M.D., Radiation Oncologist in the Department of Radiation Oncology; Instructor Staff Status; Period of Appointment: September 16, 2011, through September 15, 2012; Privileged in Radiation Oncology.

Kassell, Lee L., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: September 26, 2011, through September 24, 2012; Privileged in Anesthesiology.

Lopez, David, M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 22, 2011, through June 30, 2012; Privileged in Medicine.

Maluf, Daniel G., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: October 15, 2011, through October 14, 2012; Privileged in Surgery.

Noland, Mary-Margaret B., M.D., Dermatologist in the Department of Dermatology; Attending Staff Status; Period of Appointment: September 15, 2011, through September 14, 2012; Privileged in Dermatology.

Peppard, Heather R., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Appointment: September 15, 2011, through September 14, 2012; Privileged in Radiology.

Sussdorf, Claudia E., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: September 23, 2011, through August 31, 2012; Privileged in Pediatrics.

Swartzendruber, Frederick, M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: October 14, 2011, through October 13, 2012; Privileged in Surgery.

2. STATUS CHANGES TO CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status changes in clinical privileges to the following practitioners are approved:

McLaughlin, Timothy E., M.D., Physician in Regional Primary Care; Attending Staff Status; Location change to Family Medicine effective October 1, 2011 through July 31, 2013; Privileged in Family Medicine.

Scott, Evelyn S. M.D., Physician in the Department of Medicine; Attending Staff Status; date changed from August 1, 2011 through July 31, 2012; Privileged in Medicine.
3. RESIGNATIONS OF CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Clinical Staff are approved:

Green, Aval-Na'Ree S., M.D., Physician in the Department of Medicine; Effective Date of Resignation: September 16, 2011.

Haberman, Cara J., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Resignation: April 21, 2011.

Harper, Michael R., M.D., Physician in the Department of Family Medicine; Effective Date of Resignation: October 4, 2011.

Kumer, Sean C., M.D., Surgeon in the Department of Surgery; Effective Date of Resignation: October 14, 2011.

Messenger, Richard B., M.D., Anesthesiologist in the Department of Anesthesiology; Effective Date of Resignation: September 30, 2011.

Perry, Catherine V., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: September 14, 2011.

Schmitt, Timothy M., M.D., Surgeon in the Department of Surgery; Effective Date of Resignation: October 1, 2011.

Strayer, Scott M., M.D., Physician in the Department of Family Medicine; Effective Date of Resignation: September 25, 2011.

Thomas, Christopher Y., M.D., Physician in the Department of Medicine; Effective Date of Resignation: September 13, 2011.

4. PRIVILEGES FOR NEW ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the granting of privileges to the following Allied Health Professionals are approved:


Boyer, Diane, R.N., N.P., Adult Nurse Practitioner in the Department of Psychiatry and Neurobehavioral Sciences; Period of Privileging: January 9, 2012, through January 8, 2013; Privileged as an Adult Nurse Practitioner.
Martin, Amy, P.A., Physician Assistant in the Department of Radiology; Period of Privileging: October 4, 2011, through September 25, 2012; Privileged as a Physician Assistant.

Nieman, Howard R., P.A., Physician Assistant in the Department of Surgery (Culpeper); Period of Privileging: October 4, 2011, through September 18, 2012; Privileged as a Physician Assistant.

Parker, Lori M., R.N., N.P., Acute Care Nurse Practitioner in the NNICU; Period of Privileging: October 3, 2011, through October 2, 2012; Privileged as an Acute Care Nurse Practitioner.

Peralta, Joyce, R.N., N.P., Acute Care Nurse Practitioner on 4 Central; Period of Privileging: September 23, 2011, through September 22, 2012; Privileged as an Acute Care Nurse Practitioner.

5. RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the renewal of privileges to the following Allied Health Professionals are approved:

Barclay, Meg, R.N., N.P., Acute Care Nurse Practitioner on 5 Central/5 West; Period of Privileging: March 19, 2012, through March 18, 2014; Privileged as an Acute Care Nurse Practitioner.


Cochran, Patricia M., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.


Cuccia, Gary., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.

Ekberg-Shelley, Jan E., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.

Evans, Selene M., R.N., N.P., Adult Nurse Practitioner in Gamma Knife; Period of Privileging: March 21, 2012, through March 20, 2014; Privileged as an Adult Nurse Practitioner.

Frase, Kathy F., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.


Murray, Christine T., R.N., N.P., Pediatric Nurse Practitioner in Pediatric Hematology Oncology Clinic; Period of Privileging: January 8, 2012, through January 7, 2014; Privileged as a Pediatric Nurse Practitioner.

Neurock, Dory L., R.N., N.P., Family Nurse Practitioner in the Department of Otolaryngology; Period of Privileging: January 5, 2012, through January 4, 2014; Privileged as a Family Nurse Practitioner.

Pierce, April L., R.N., N.P., Family Nurse Practitioner in Regional Primary Care – Stuarts Draft Family Practice; Period of Privileging: February 2, 2012, through February 1, 2014; Privileged as a Family Nurse Practitioner.


Randall, Dana M., P.A., Physician Assistant in the Department of Orthopedics; Period of Privileging: January 3, 2012, through January 2, 2014; Privileged as a Physician Assistant.

Reel, Vonda K., R.N., N.P., Acute Care Nurse Practitioner in Lung Transplant; Period of Privileging: March 16, 2012, through March 15, 2014; Privileged as an Acute Care Nurse Practitioner.
Saykaly, Elena G., P.A., Physician Assistant at Culpeper Regional Hospital; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Physician Assistant.

Schuyler, Deborah, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: March 1, 2012, through February 28, 2014; Privileged as a Certified Nurse Anesthetist.

Skinner, Kimberly H., P.A., Physician Assistant in the Department of Neurosurgery; Period of Privileging: February 10, 2012, through February 9, 2014; Privileged as a Physician Assistant.

Stack, Mary B., R.N., N.P., Family Nurse Practitioner in the Anticoagulation Clinic at Northridge; Period of Privileging: January 1, 2012, through December 31, 2013; Privileged as a Family Nurse Practitioner.


Thomas, Christopher J., P.A., Physician Assistant in TCV Surgery; Period of Privileging: March 1, 2012, through February 28, 2013; Privileged as a Physician Assistant.


6. STATUS CHANGES TO ALLIED HEALTH PROFESSIONAL

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status changes in clinical privileges to the following Allied Health Professional is approved:

Lewis, Rose M., R.N., N.P., Acute Care Nurse Practitioner in 4 West; date changed from October 5, 2010 through October 4, 2012; Privileged as an Acute Care Nurse Practitioner.

7. RESIGNATIONS OF ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Allied Health Professionals are approved:

Jackson, Mary Jane, R.N., N.P., Family Nurse Practitioner on 8 East/8 Central/Newborn; Effective Date of Resignation: April 3, 2011.


Smith, Doraine F., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Effective Date of Resignation: September 16, 2011.

Wells, Jodi, P.A., Physician Assistant in the Emergency Department; Effective Date of Resignation: September 9, 2011.

CREDENTIALING ACTIONS — TRANSITIONAL CARE HOSPITAL — November 10, 2012

RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Transitional Care Hospital and the granting of specific privileges to the following practitioners are approved:

1. **NEW APPOINTMENTS TO THE CLINICAL STAFF**

   RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Transitional Care Hospital and the granting of specific privileges to the following practitioners are approved:

   Adams, Reid B., M.D., Surgeon in the Department of Surgery; Consulting Staff Status; Period of Appointment: October 19, 2011, through October 18, 2012; Privileged in Surgery.

   Costabile, Raymond A., M.D., Urologist in the Department of Urology; Consulting Staff Status; Period of Appointment: October 14, 2011, through October 13, 2012; Privileged in Urology.

   Heymann, Peter W., M.D., Pediatrician in the Department of Pediatrics; Consulting Staff Status; Period of Appointment: June 11, 2011, through May 31, 2012; Privileged in Pediatrics.

2. **REAPPOINTMENTS TO THE CLINICAL STAFF**

   RESOLVED that the recommendations of the Clinical Staff Executive Committee for reappointment to the Clinical Staff of the University of Virginia Transitional Care Hospital and the granting of specific privileges to the following practitioners are approved:
Bashir, Mudhasir, M.B.B.S., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through August 13, 2012; Privileged in Psychiatric Medicine.

Erdbruegger, Uta M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: December 1, 2011, through November 30, 2013; Privileged in Medicine.


3. RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the renewal of privileges to the following Allied Health Professionals are approved:

Mercer, David M., R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: January 19, 2012, through December 18, 2012; Privileged as an Acute Care Nurse Practitioner.
Resolutions approved by the Chair of the Medical Center Operating Board and an additional voting member on September 20, 2011 and reported to the full Board:

CREDENTIALING AND REcredentialing ACTIONS – MEDICAL CENTER - September 20, 2012

Pursuant to the delegation of authority contained in the September 15, 2011 Resolution of the Medical Center Operating Board, the Chair of the Medical Center Operating Board and an additional voting member have approved the following Credentialing and Recredentialing Actions as specifically set forth below:

1. NEW APPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Medical Center and the granting of specific privileges to the following practitioners are approved:

Ahmad, Afshan A., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Appointment: August 16, 2011, through August 15, 2012; Privileged in Radiology.

Beitinjaneh, Amer M., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 1, 2011, through August 31, 2012; Privileged in Medicine.

Brown, Amy C., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: August 24, 2011, through August 23, 2012; Privileged in Pediatrics.

Helenius, Ira M., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 7, 2011, through September 6, 2012; Privileged in Medicine.

Howard, Hall R., M.D., Surgeon in the Department of Regional Primary Care; Attending Staff Status; Period of Appointment: September 8, 2011, through September 7, 2012; Privileged in Surgery.

Lewis, Sarah H., D.O., Physician in the Department of Family Medicine; Attending Staff Status; Period of Appointment: September 15, 2011, through September 14, 2012; Privileged in Family Medicine.

Lotano, Marc A., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: September 2, 2011, through September 1, 2012; Privileged in Anesthesiology.
Ornan, David A., M.D., Radiologist in the Department of Radiology; Attending Staff Status; Period of Appointment: August 15, 2011, through August 14, 2012; Privileged in Radiology.

Rasmussen, Sara K., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Period of Appointment: August 19, 2011, through August 18, 2012; Privileged in Surgery.

Reid, James R., M.D., Physician in Regional Primary Care; Attending Staff Status; Period of Appointment: August 15, 2011, through August 14, 2012; Privileged in Family Medicine.

Statuta, Siobhan M., M.D., Physician in the Department of Family Medicine; Attending Staff Status; Period of Appointment: September 2, 2011, through September 1, 2012; Privileged in Family Medicine.

2. STATUS CHANGES TO CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status changes in clinical privileges to the following practitioners are approved:

Sanders, David M., M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; date changed from August 6, 2011 through June 30, 2012; Privileged in Anesthesiology.

Whitehill, Richard, M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Attending Staff Status; date changed from November 25, 2011 through November 24, 2012; Privileged in Orthopedic Surgery.

3. RESIGNATIONS OF CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Clinical Staff are approved:

Bell, Kristin C., M.D., Physician in the Department of Medicine; Effective Date of Resignation: July 26, 2011.

Blackman, James A., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Resignation: July 31, 2011.

Christ, Constance B., M.D., Physician in the Department of Medicine; Effective Date of Resignation: March 19, 2011.

Gill, Jerry H., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: August 31, 2011.

Hess, Charles E., M.D., Physician in the Department of Medicine; Effective Date of Resignation: September 1, 2011.
Larriviere, Daniel G., M.D., Neurologist in the Department of Neurology; Effective Date of Resignation: August 31, 2011.

Lindbergh, John R., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: August 31, 2011.

Ling, David Y., M.D., Physician in the Department of Medicine; Effective Date of Resignation: August 31, 2011.

Taft, William C., M.D., Neurologist in the Department of Neurology; Effective Date of Resignation: August 31, 2011.

Youell, Lauren B., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Resignation: March 24, 2011.

Zazakos, Jr., Christopher P., M.D., Physician in the Department of Medicine; Effective Date of Resignation: August 25, 2011.

4. PRIVILEGES FOR NEW ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the granting of privileges to the following Allied Health Professionals are approved:

Henson, Kelley M., R.N., N.P., Pediatric Nurse Practitioner in the Children's Rehabilitation Center; Period of Privileging: August 11, 2011, through August 10, 2012; Privileged as a Pediatric Nurse Practitioner.

Howard, Naomi E., R.N., N.P., Pediatric Nurse Practitioner in the PICU; Period of Privileging: August 8, 2011, through August 7, 2012; Privileged as a Pediatric Nurse Practitioner.

Montoya, Gerald M., R.N., N.P., Family Nurse Practitioner in the Department of Family Medicine; Period of Privileging: September 6, 2011, through August 31, 2012; Privileged as a Family Nurse Practitioner.

5. STATUS CHANGES TO ALLIED HEALTH PROFESSIONAL

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the status changes in clinical privileges to the following Allied Health Professional is approved:

Addy, Sharon, R.N., N.P., Acute Care Nurse Practitioner in the Department of Medicine/Cardiology; date changed from August 9, 2011 through July 25, 2013; Privileged as an Acute Care Nurse Practitioner.
6. RESIGNATIONS OF ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Allied Health Professionals are approved:

Bednar, Kimberly S., R.N., N.P., Family Nurse Practitioner in the Cardiac Cath Lab; Effective Date of Resignation: July 8, 2011.

Hand, Rebecca L., R.N., N.P., Acute Care Nurse Practitioner in the Department of Neurosurgery; Effective Date of Resignation: July 29, 2011.

Stevenson, Martina L, R.N., N.P., Pediatric Nurse Practitioner in the NICU; Effective Date of Resignation: March 26, 2011.

CREDENTIALING AND RECREREDENTIALING ACTIONS – TRANSITIONAL CARE HOSPITAL – September 20, 2012

Pursuant to the delegation of authority contained in the September 15, 2011 Resolution of the Medical Center Operating Board, the Chair of the Medical Center Operating Board and an additional voting member have approved the following Credentialing and Recredentialing Actions as specifically set forth below:

1. NEW APPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for appointment to the Clinical Staff of the University of Virginia Transitional Care Hospital and the granting of specific privileges to the following practitioners are approved:

Jamil, Rodney M., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Appointment: August 23, 2011, through August 2, 2012; Privileged in Medicine.

Jameson, Mark J., M.D., Otolaryngologist in the Department of Otolaryngology; Consulting Staff Status; Period of Appointment: August 25, 2011, through August 24, 2012; Privileged in Otolaryngology.

Peppard, Heather R., M.D., Radiologist in the Department of Radiology; Consulting Staff Status; Period of Appointment: September 16, 2011, through September 14, 2012; Privileged in Radiology.

2. REAPPOINTMENTS TO THE CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for reappointment to the Clinical Staff of the University of Virginia Transitional Care Hospital and the granting of specific privileges to the following practitioners are approved:
Al-Asaimi, Abdullah M., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: March 16, 2012, through June 30, 2012; Privileged in Medicine.

Broshek, Donna K., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through August 31, 2012; Privileged in Psychology.

Chen, Donna T., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through March 31, 2012; Privileged in Psychiatry.

Clayton, Anita L., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through June 30, 2012; Privileged in Psychiatry.

Cohen, Bruce J., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through June 30, 2012; Privileged in Psychiatry.

Cohn, Steven M., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: March 16, 2012, through June 30, 2013; Privileged in Medicine.

Dameron, Zachariah C., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: March 16, 2012, through June 30, 2013; Privileged in Psychiatry.

Freeman, Jason R., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through September 30, 2013; Privileged in Psychology.

Friel, Charles M., M.D., Surgeon in the Department of Surgery; Consulting Staff Status; Period of Reappointment: January 19, 2012, through August 31, 2012; Privileged in Surgery.

Greyson, C. Bruce, M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through August 15, 2012; Privileged in Psychiatry.

Hedrick, Traci L., M.D., Surgeon in the Department of Surgery; Consulting Staff Status; Period of Reappointment: January 19, 2012, through June 30, 2013; Privileged in Surgeon.
Holroyd, Suzanne, M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through June 30, 2013; Privileged in Psychiatry.

Khot, Rachita, M.D., Radiologist in the Department of Radiology; Consulting Staff Status; Period of Reappointment: February 16, 2012, through June 30, 2013; Privileged in Radiology.

Northup, Patrick G., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: February 12, 2012, through June 30, 2012; Privileged in Medicine.

Penberthy, Jennifer K., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through June 30, 2012; Privileged in Psychology.

Peura, David A., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: March 16, 2012, through July 1, 2012; Privileged in Medicine.

Powell, Steven M., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: February 4, 2012, through June 30, 2013; Privileged in Medicine.

Roche, James K., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: March 16, 2012, through November 24, 2012; Privileged in Medicine.

Sauer, Bryan G., M.D., Physician in the Department of Medicine; Consulting Staff Status; Period of Reappointment: March 16, 2012, through June 30, 2012; Privileged in Medicine.

Thomas, Cornelius W., M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: January 19, 2012, through July 31, 2012; Privileged in Psychiatry.

3. RESIGNATIONS OF CLINICAL STAFF

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the resignation and expiration of privileges to the following Clinical Staff are approved:

Ling, David Y., M.D., Physician in the Department of Medicine; Effective Date of Resignation: August 31, 2011.

Larriviere, Daniel G., M.D., Neurologist in the Department of Neurology; Effective Date of Resignation: August 31, 2011.
4. RENEWAL OF PRIVILEGES FOR ALLIED HEALTH PROFESSIONALS

RESOLVED that the recommendations of the Clinical Staff Executive Committee for the renewal of privileges to the following Allied Health Professionals are approved:

Smoltz, Jennifer, R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: March 15, 2012, through March 14, 2014; Privileged as an Acute Care Nurse Practitioner.
ATTACHMENTS
AUDIT CHARTER

It is the policy of the University to establish and support the Audit Department for the purpose of assisting management in the effective discharge of its responsibilities for the control of University resources.

The mission and objectives of the Audit Department are to add value to the organization and improve institutional operations through a variety of methods including:

Evaluating and advising on improving the effectiveness of institutional processes and programs for governance, control and risk management.

Performing financial audits for the purpose of ensuring that:

(a) Cash, accounts receivable, and other assets of the University are promptly and completely recorded, accounted for, authorized and adequately safeguarded against losses and misappropriation.

(b) Liabilities of the University have been properly incurred and are properly recorded and discharged. Audits directed to financial accountability will include a review of records, source data, fiscal procedures and internal controls.

Performing operational audits for the purpose of ensuring that University operations are conducted efficiently, effectively, and in accordance with appropriate and adequately documented policies, plans, and procedures. Operational audits will encompass a review of the policies, plans, procedures, organizational structure, staffing, and output of the audited unit. These audits also will include evaluating the accomplishment of established objectives and goals for operations and programs.
Providing the Board of Visitors and senior management with an independent, fair and objective appraisal of the effectiveness of the University’s financial accountability systems and operational performance in accordance with the priorities established by the Chief Audit Executive in coordination with the Board of Visitors, the President and the Executive Vice Presidents and Chief Operating Officer and approved by the President and the Board of Visitors.

Providing management with constructive criticism and positive recommendations designed to strengthen and improve performance results and cost effectiveness of their operations.

Informing the Board of Visitors and Senior University management of any financial irregularities, investigations, or other risks to the institution that the auditors discover during the course of their work.

The work of the Audit Department will be conducted in accordance with the International Standards for the Professional Practice of Internal Auditing as promulgated by the Institute of Internal Auditors. Other professional standards, such as the Government Accounting Office “Yellow Book,” shall be utilized when appropriate.

The following policies identify the responsibilities of the Audit Department and provide guidelines for its interaction with all University departments and activities.

Organizational Responsibilities

The Chief Audit Executive shall be responsible to the Board of Visitors but shall maintain a dual reporting relationship to both the Board and the President. The Chief Audit Executive will seek input on the department’s activities from the Board of Visitors, the President, and the Executive Vice Presidents and Chief Operating Officer. The Chief Audit Executive will have unrestricted access to the President and the Board of Visitors. The Chief Audit Executive is responsible
for the direction of the audit function and for seeing that the results of examinations and actions taken are communicated to appropriate levels of University management and, as appropriate, the President and the Board of Visitors.

The Chief Audit Executive will draft an annual audit plan and will solicit input on this plan from the Board of Visitors, the President, the Executive Vice Presidents and Chief Operating Officer and other senior management of the institution. The plan will be submitted to the Board of Visitors for approval.

Nothing herein shall be construed as preventing the Chief Audit Executive from consulting with the President and the Executive Vice Presidents and Chief Operating Officer on activities of the department, its findings, or significant issues. Nor shall the President and the Executive Vice Presidents and Chief Operating Officer be prevented from consulting with the Chief Audit Executive as may be necessary to the execution of their duties.

The Audit Department will give full consideration to scheduling special audit requests made by any department or activity. All requests should be in writing to the Chief Audit Executive and state the purpose and scope of the audit.

Independence

The Audit Department will be organizationally and functionally independent from all University operations and will have no responsibility for the departments and activities being audited while being responsive to their needs and requirements. Because the Audit Department must be independent in carrying out its responsibility to monitor and evaluate control procedures instituted by management, the extent of audit work to be performed with respect to those procedures is limited to the assessment of such procedures.
The Audit Department normally performs tests of underlying records and documentary support for transactions. Accordingly, objectivity would be lost if the Audit Department routinely participated in accumulating data or reconstructing records.

Authorities and Limitations

The Audit Department personnel will have complete, free and unrestricted access to all University departments, activities, records, properties and personnel, and is not to be restricted in their activities. Where appropriate, special arrangements will be made for the examination of confidential information.

Systems Planning and Development

The Audit Department will participate in the planning, development, implementation, and modification of major computer-based and manual systems to ensure that:

(a) adequate controls are incorporated in the system;
(b) thorough system testing is performed at appropriate stages;
(c) system documentation is complete and accurate; and
(d) the resultant system is a complete and accurate implementation of the system specifications.

The Audit Department will conduct post-installation evaluations of major information technology systems to ensure that these systems meet their intended purpose and objectives. The department also will review computer operations supporting such systems to ensure that generally accepted standards for systems integrity and security, as well as system-specific controls, are being observed.
Security Investigations

The Audit, Risk Management and University Police Departments are to be notified if assets have been lost through defalcation or other security breaches. The Audit Department will perform sufficient tests and investigations to identify the weaknesses in procedures, which permitted the defalcation to occur. However, the investigation of the specific event with the objective of recovery and/or prosecution is the responsibility of the University Police Department, with the decision to prosecute being the responsibility of the appropriate Commonwealth’s Attorney.

Coordination with External Auditing Agencies

The Chief Audit Executive will coordinate the department’s audit efforts with those of the University’s independent public accountants or other external auditing agencies by participating in the planning and definition of the scope of proposed audits so the work of all auditing groups is complementary and their combined efforts provide comprehensive, cost-effective audit coverage for the University. Duplication of work will be avoided as much as possible.

Reporting

Prior to the completion of a formal report, an exit conference will be conducted with the department or activity head. The conference will be a review of all findings, conclusions, and recommendations. A formal report will be issued at the conclusion of every audit, which will present a concise, clear and factual review of the conditions found, together with recommendations for improvement. A formal written response shall be issued to the Chief Audit Executive, or the Audit Director issuing the report, within 30 days addressing each finding, recommendation, and exception included in the audit report. This response will include the department’s or activity’s plan for implementing the recommendations or a presentation of significant disagreement with the findings and/or recommendations.

A follow-up review of significant audit recommendations will be made by the Audit Department to establish that agreed-to recommendations have been adopted. A memorandum will be issued on the follow-up review to the President, the Executive Vice President and Chief Operating Officer, and the Executive Vice President and Provost as appropriate.
Distribution of Reports

Audit reports will be issued to the Executive Vice President or Vice President, most directly responsible for the department or activity involved. In addition, copies of all such reports will be distributed to the President, the Executive Vice President and Chief Operating Officer, and the senior fiscal administrator having a functional interest in the subject matter.

All audit reports will be available for review by the Board of Visitors.

A summary of significant audit findings will be prepared for each Board meeting and submitted to the Board of Visitors, the President, and the Executive Vice President and Chief Operating Officer, and the Executive Vice President and Provost as appropriate.
Working Capital
Short-Term Investment Policy

Adopted November 11, 2011
Appendix A:
University of Virginia Investment Management Company Investment Policy Statement

Appendix B:
Board of Visitors resolution, October 2007
I. Governing Authority

Board of Visitors resolution, October 2007 (appended at p. A-22)

RESOLVED that the Vice President and Chief Financial Officer is authorized to invest the cash of and held by the University in the University Virginia Investment Management Company (UVIMCO) long-term pool or in other investment vehicles as permitted by law, the cash to include but not be limited to working capital, operating reserves, employee health plan reserves, other academic division operating and capital reserves, and medical center working capital, operating and capital reserves including depreciation reserves.

Definition of Working Capital
“Working Capital” is the operating liquidity available to an organization to meet financial obligations.

The University’s investment program shall be operated in conformance with applicable federal, state, and other legal requirements, including, but not limited to, that certain Management Agreement dated November 15, 2005, by and between the Commonwealth of Virginia and The Rector and Visitors of the University of Virginia, as amended (Chapter 3 of Chapter 943 of the 2006 Virginia Act of Assembly) (including Exhibit R, Policy Governing Financial Operations and Management, thereto); the Security for Public Deposits Act, Chapter 44 (§ 2.2-4400 et seq.) of Title 2.2 of the Code of Virginia, as amended; the Investment of Public Funds Act, Chapter 45 (§ 2.2-4500 et seq.) of Title 2.2 of the Code of Virginia, as amended; the Uniform Prudent Management of Institutional Funds Act, Chapter 15, Article 1.2 (§ 55-268.1 et seq.) of Title 55 of the Code of Virginia, as amended; and § 23-76.1 of the Code of Virginia, as amended, concerning the University’s investment of endowment funds, endowment income, and gifts.

II. Scope

The purpose of this policy is to set forth the parameters, responsibilities, investment and control/operational policies for the short-term (24 months or less) investment of University funds-University’s Working Capital Funds. Proceeds from tax-exempt bond issues, endowment assets, and money held in bank demand deposit accounts are not covered under this policy.

Except for cash in certain legally restricted and special accounts, the University will consolidate cash and reserve balances to optimize University-wide liquidity management and investment earnings and to increase efficiencies with regard to investment pricing, custody/trust and administration.
III. General Objectives & Investment Guidelines

The primary objectives of the policy are to set short-term investment parameters, establish limits consistent with the University’s risk tolerance, and provide appropriate benchmarks for performance. Investment activities shall be guided by the following priorities, listed in order:

**Tier Structure** - For purposes of this policy, the University’s Working Capital Funds shall be divided into three (3) Tiers based on expected liquidity needs and return objectives. Investment activities for all Tiers shall be guided by the objectives of safety, liquidity and return. The priority of these objectives will vary based on Tier as described below.

1. **Safety** - Safety of principal is the foremost important objective of the University’s investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio by mitigating credit risk and interest rate risk.

2. **Liquidity** - The investment portfolio shall remain sufficiently liquid to meet all operating disbursement requirements that may be reasonably anticipated in the Tier.

3. **Yield Return** - The investment portfolios shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles. Performance objectives will be established for each Tier consistent with stated objectives.

**Tier 1:** The University’s cash and short-term investments shall be categorized as the Tier 1 Portfolio. Because of the difficulties inherent in accurately forecasting cash flow requirements, a portion of this portfolio shall be continuously invested in readily available funds such as money market mutual funds, bank deposits, or overnight repurchase agreements to ensure that appropriate liquidity is maintained to meet the University’s obligations. Safety and liquidity are the primary objectives of this Tier.

**Tier 2:** The Tier 2 Portfolio represents Working Capital Funds that do not need to be readily available to meet the University’s operating needs. These funds are available for intermediate-term investment. Safety and return are the primary objectives of this Tier.

**Tier 3:** The Tier 3 Portfolio represents Working Capital Funds that can be invested as part of the commingled pool managed by the University of Virginia Investment Management Company (“UVIMCO”). The Investment Policy Statement for UVIMCO governs Tier 3 assets and supersedes the limits set forth in this policy for asset allocations and issuer limitations. (A copy of the UVIMCO Investment Policy Statement is included as an appendix to this policy and incorporated by reference.) The primary objective of this Tier is to maximize long-term real return commensurate with the risk tolerance of the University.
The University’s liquidity needs, cash forecast, and risk tolerance will be considered in determining what percentage of total working capital will be invested in Tier 1. Assets invested in Tier 2 are those assets typically not needed during the University’s annual operating cycle. Tier 2 assets are typically those assets being held for specific projects expected to be needed over a 1-5 year time frame. The remaining working capital, primarily in the form of reserves, will be allocated to the Tier 3 portfolio. Allocation among the three tiers will be monitored regularly and reported annually to the Board of Visitors.

IV. Standards of Care

1. Prudence - The standard shall be the "prudent person" standard, except as may otherwise be prescribed by applicable laws or regulations now or in the future. Under the "prudent person" standard, investments shall be made with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.

   Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence in good faith shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion.

2. Ethics and Conflicts of Interest - The University’s officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions or otherwise be in violation of state law and/or University policy.

3. Delegation of Authority - Authority to manage the investment program in accordance with this investment policy is granted to the University’s Vice President and Chief Financial Officer, who shall act and may further delegate in accordance with any procedures and internal controls for the operation of the investment program consistent with this investment policy. The Executive Vice President and Chief Operating Officer and the Vice President and Chief Financial Officer may make temporary exceptions to the investment policy in the event of significant market instability or a credit event that would require us to make a significant reallocation of the portfolio in order to protect the safety and/or liquidity of the working capital portfolio. Any such exception to the investment policy will be reported immediately to the Rector and Chair of the Finance Committee of the Board of Visitors. Any temporary exception will remain in place until no later than the next Board of Visitors meeting at which time the EVP and COO will suggest a course of action with regard to the policy and seek input on and approval of such action by the Board.
V. Custody, Trust, and Controls

1. Custody/Trust - The University will not take physical possession of investment securities. Securities will be held by an independent third-party custodian selected by the University as evidenced by custody/trust receipts in the University’s name. The custody/trust institution shall annually provide a copy of their most recent report on internal controls (Statement of Auditing Standards No. 70, or SAS 70).

2. Internal Controls - Treasury Operations/Management is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the University are protected from loss, theft, or misuse.

VI. Suitable and Authorized Investments

1. Investment Types - USD-denominated securities, issued by entities with capitalization of at least $250 million that are in compliance with the Investment of Public Funds Act and the Security for Public Deposits Act will be permitted under this policy. However, from time to time, more stringent requirements may be imposed and approved by the Vice President and Chief Financial Officer in order to ensure that the University’s goals, as set forth in this policy, are met.

2. Duration - The average duration of any short-term investment portfolio must not exceed nine months. Any individual security may not have a maturity longer than 24 months.

3. Collateralization - Where appropriate and allowed by state law the University may require full collateralization of any investment assets.

Permitted investments - Subject to the foregoing, the University may invest in the following investment vehicles: subject to diversification and maturity limitations for each Tier.

1. U.S. Treasury Obligations - Bills, notes, and any other obligation or security issued by or backed by the full faith and credit of the United States Treasury.

2. Federal Agency Obligations - Bonds, notes, and other obligations of the United States, and securities issued by any AAA-rated federal government agency or instrumentality or government sponsored enterprise except for collateralized that has a rating no less than the rating on U.S. Government debt. Collateralized mortgage obligations will not be purchased.

3. Negotiable Certificates of Deposit, Bank Deposit Notes and Non-Negotiable Certificates of Deposit / Time Deposits - Negotiable and non-negotiable certificates of deposit, time deposits and negotiable bank deposit notes of domestic banks and domestic offices of foreign banks with a rating of at least A-1 by Standard & Poor’s,
Inc., and P-1 by Moody’s Investor Service, Inc., for maturities of one year or less, and a rating of at least AA by Standard & Poor’s, Inc., and Aa by Moody’s Investor Service, Inc., for maturities over one year.

4. Bankers’ Acceptances - Issued by domestic banks or domestic offices of foreign banks, which are eligible for purchase by the Federal Reserve System with a maturity of 180 days or less. The issuing corporation, or its guarantor, must have a short-term debt rating of no less than “A-1” (or its equivalent) by at least two of the Nationally Recognized Statistical Rating Organizations (“NRSRO’s”).

5. Corporate Debt-Obligations - High quality corporate notes with a rating of at least Aa by Moody’s Investors Service, Inc., and a rating of at least AA by Standard and Poor’s, Inc., and a maturity of no more than two years from the date of purchase.

6. Commercial Paper - “Prime quality” commercial paper, with a maturity of 270 days or less, issued by domestic corporations (corporations organized and operating under the laws of the United States or any state thereof) provided that the issuing corporation, or its guarantor, has a short-term debt rating of no less than “A-1” (or its equivalent) by at least two of the NRSRO’s.

7. Municipal Obligations - Bonds, notes, and other general obligations of a municipal authority organized within the United States upon which there is no default and having a rating of at least AA by Standard & Poor’s, Inc., and Aa by Moody’s Investor Service, Inc., and maturing within two years of the date of purchase.

8. Repurchase Agreements - Overnight, term, and open repurchase agreements provided that the following conditions are met:

   1. the contract is fully secured by deliverable U.S. Treasury and federal agency obligations as described above (with a maximum maturity of two years), having a market value at all times of at least 102 percent of the amount of the contract;

   2. a master repurchase agreement or specific written repurchase agreement governs the transaction and which in each case contains terms qualifying each transaction as a securities loan for purposes of Section 512 under the Internal Revenue Code, and provides for master netting of obligations;

   3. the securities are free and clear of any lien and held by an independent third-party custodian acting solely as agent for the University, provided such third party is not the seller under the repurchase agreement;

   4. a perfected first security interest under the Uniform Commercial Code in accordance with book entry procedures prescribed at 31 C.F.R. 306.1 et seq. or 31 C.F.R. 350.0 et seq. in such securities is created for the benefit of the University; such that the agent holding the underlying securities (the collateral) must hold the securities in a way that ensures they remain the property of the University.
5. for repurchase agreements with terms to maturity of greater than one day, the University will have the collateral securities valued daily and require that if additional collateral is warranted, then that collateral must be delivered within one business day (if a collateral deficiency is not corrected within this time frame, the collateral securities will be liquidated);

6. the counterparty is a:
   a. primary government securities dealer who reports daily to the Federal Reserve Bank of New York, or
   b. a bank, savings and loan association, or diversified securities broker-dealer having at least $5 billion in assets and $500 million in capital and subject to regulation of capital standards by any state or federal regulatory agency; and
   c. the counterparty that meets the following criteria:
      i. a long-term credit rating of at least ‘AA’ or the equivalent from an NRSRO; and
      ii. a short-term credit rating of at least “A-1” or the equivalent from an NRSRO; and
   d. counterparty that has been in operation for at least five years.

7. Collateral under repurchase agreements with a maturity of 14 calendar days or less 1 business day may be held by the agreement counterparty. Collateral under repurchase agreements with a maturity of over 14 calendar days or greater than 1 business day must be held by an independent custodian.

9. —Money Market Mutual Funds (Open-Ended Investment Funds) - Shares in open-ended, no-load, money market investment mutual funds ("MMMF’s") provided such funds are registered under the Federal Investment Company Act of 1940 and rated at least “AAM” or the equivalent by an NRSRO. The mutual fund must comply with the diversification, quality, and maturity requirements of Rule 2a-7, or any successor rule, under the Investment Company Act of 1940, provided the investments by such funds are restricted to investments otherwise permitted by the Code of Virginia for political subdivisions. No more than 50% of the portfolio may be allocated to MMMF’s with no more than 25% of the portfolio being invested with any Money Market Mutual Fund issuer. The University’s assets must not represent more than 10% of a fund’s total assets. (See graph below for portfolio diversification requirements)

10. Local Government Investment Pool (LGIP) - A specialized money market fund created in the 1980 session of the Virginia General Assembly designed to offer a convenient and cost-effective investment vehicle for public entities. The Fund is administered by the Treasury Board of the Commonwealth of Virginia and is must be rated AAAA “AAM” by Standard & Poor’s, Inc.
11. **Assets Permitted by the Investment Policy Statement of UVIMCO – Tiers 2 and 3**

Portfolio assets can be invested as part of a co-mingled investment pool managed by UVIMCO.

**VII. Portfolio Risk Management**

The University evaluates the following primary risks as part of its short-term investment management:

**1. Interest Rate Risk** - The University seeks to manage the impact of interest rates and market conditions on the market value and cash flows of its short-term investments. The University develops an annual cash flow forecast and, through the use of sensitivity modeling, determines its tolerance. The Working Capital Funds, the duration and maximum maturity will be limited by Portfolio Tier.

Tier 1: Maximum duration of 9 months, maximum maturity of 2 years
Tier 2: Maximum duration of 3 years, maximum maturity of 5 years
Tier 3: Limited only by Investment Policy Statement for interest rate risk

**1.2 Credit Risk** - The University will invest Tier 1 and 2 Portfolios in securities with a short-term minimum rating as mentioned in Section VI. In the event of a split rating of no lower than A-1 by Standard and Poor’s, Inc., and P-1 by Moody’s Investors Service, Inc., Government obligations and municipal securities must be rated AAA. Corporate obligations must be rated no lower than AAA by Standard and Poor’s, Inc., and Aa by Moody’s Investors Service, Inc., the lowest rating should be considered when determining the appropriate rating category.

**2.3 Liquidity Risk** - The University assesses its need for liquidity by (a) using its cash flow forecast to predict periods of greater liquidity needs for the Tier 1 Portfolio and (b) by providing for sufficient liquidity to support outstanding debt as prescribed by the rating agencies.

Risk management for the Tier 3 Portfolio will be in accordance with UVIMCO’s Investment Policy Statement.

**VIII. Investment Parameters & Diversification**

It is the policy of the University to diversify its investment portfolio to eliminate risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, or class of securities. The portfolio should consist largely of securities with active secondary or resale markets. The University will diversify its short-term fund’s investments within the following categories:
**Portfolio Diversification** - The investment portfolio shall be diversified by security type and institution. Concentrations in individual securities, industries and economic sectors should not be so high as to subject the Fund to undue risk.

**Portfolio Diversification** - The maximum percentage of the portfolio asset allocation and issuer limit permitted in each eligible security shall be as follows:

<table>
<thead>
<tr>
<th>Permitted Investment</th>
<th>Sector Limit Tier 1 Portfolio</th>
<th>Issuer Limit Tier 2 Portfolio</th>
<th>Tier 3 Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Treasury Obligations</td>
<td>100%/100%</td>
<td>100%/100%</td>
<td></td>
</tr>
<tr>
<td>Federal Agency Obligations</td>
<td>100%/40%</td>
<td>50%/100%/40%</td>
<td></td>
</tr>
<tr>
<td>Collateralized Bank Deposits, Municipal Obligations</td>
<td>50%/25%</td>
<td>5%/10%/10%</td>
<td></td>
</tr>
<tr>
<td>Negotiable Certificates of Deposit and Bank Deposit Notes, Commercial Paper</td>
<td>35%/20%/5%</td>
<td>20%/5%</td>
<td></td>
</tr>
<tr>
<td>Non-Negotiable Certificates of Deposit / Time Deposits, Bankers’ Acceptances</td>
<td>35%/10%/3%</td>
<td>5%/20%/3%</td>
<td></td>
</tr>
<tr>
<td>Bankers’ Acceptances, Corporate Notes</td>
<td>20%/35%/5%</td>
<td>35%/5%</td>
<td></td>
</tr>
<tr>
<td>Corporate Debt Obligations, Negotiable Certificates of Deposit and Bank Deposit Notes</td>
<td>20%/5%</td>
<td>35%/5%</td>
<td></td>
</tr>
<tr>
<td>Commercial Paper, Non-negotiable Certificates of Deposit</td>
<td>40%/35%/5%</td>
<td>35%/5%</td>
<td></td>
</tr>
<tr>
<td>Municipal Obligations, Virginia Local Government Investment Pool (LGIP)</td>
<td>100%/10%/5%</td>
<td>100%/25%/5%</td>
<td></td>
</tr>
<tr>
<td>Repurchase Agreements, Collateralized Bank Deposits</td>
<td>50%/25%</td>
<td>50%/25%</td>
<td></td>
</tr>
<tr>
<td>Permitted Investment</td>
<td>Sector-Limit Tier 1 Portfolio</td>
<td>Issuer-Limit Tier 2 Portfolio</td>
<td>Tier 3 Portfolio</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
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<td>------------------</td>
</tr>
<tr>
<td>Money Market Mutual Funds Repurchase Agreements</td>
<td>Limited by underlying asset limits above 50%/25%</td>
<td>40%/50%/25%</td>
<td></td>
</tr>
<tr>
<td>Local Government Investment Pool Money Market-Mutual Funds</td>
<td>Limited by underlying asset limits above 50%/50%</td>
<td>25%/50%/50%</td>
<td></td>
</tr>
<tr>
<td>Assets Permitted by the Investment Policy Statement of UVIMCO</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

The Sector Limit and Issuer Limit shall be applied to the total investment at the date of acquisition. For all pooled investments (e.g., mutual funds, etc.), with the exception of pools managed by UVIMCO, the University’s holdings must represent no more than 10 percent of the net assets of the pool.

**Subsequent Events**: The limitations established by this Investment Policy will apply at the time a security is purchased and will be based on the then-current book value. Should a subsequent event cause a security or the investment portfolio to no longer meet the specifications of the Investment Policy, the Assistant Vice President for Treasury Management and Fiscal Planning will determine the appropriate course of action, and report such actions to the VP & CFO in the next regular monthly report. There is no requirement that a security be sold prior to maturity if it no longer meets the criteria set forth in this Investment Policy. Further, any security held by the University at the time this Investment Policy was adopted may be held to its maturity.

1-IX. **Security Downgrades**: In the event that any security held in the Investment Portfolio is downgraded below the rating required by this Investment Policy, the security shall be sold within 60 days of such downgrade.

2. **Selection of Broker/Dealers, Investment Managers and Depository Banks**

2.1. **Selection of Broker/Dealers**: All broker/dealers, and their affiliates, who desire to provide investment services to the University shall be provided with current copies of this investment policy. Before an organization, or its affiliates, can provide investment services to the University, it must confirm in writing that it has received and reviewed this investment policy and is able to comply with it.
Broker/dealers, and their affiliates, shall supply the University with information sufficient to adequately evaluate their financial capacity and creditworthiness. The following information shall be provided:

- audited financial statements;
- regulatory reports on financial condition;
- proof of Financial Institution Regulatory Authority (“FINRA”); certification and of state registration;
- a sworn statement by an authorized representative of the broker/dealer pledging to adhere to “Capital Adequacy Standards” established by the Federal Reserve Bank and acknowledging the broker/dealer understands that the University has relied upon this pledge; and
- any additional information requested by the University in evaluating the creditworthiness of the institution.

Only firms meeting the following requirements shall be eligible to serve as broker/dealers for the University:

- “Primary” dealers and regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule);
- Capital of at least $145,000,000;
- Registered as a dealer under the Securities Exchange Act of 1934;
- Member of FINRA;
- Registered to sell securities in the Commonwealth of Virginia; and
- Engaged in the business of effecting transactions in U.S. government and agency obligations for at least five consecutive years.

3.2 Engagement of Investment Managers - The Vice President and Chief Financial Officer of the University of Virginia may engage one or more qualified firms to provide investment management services for the University. All investment management firms who desire to provide investment management services to the University shall be provided with current copies of this investment policy. Before an organization can provide investment management services to the University, it must confirm in writing that it has received and reviewed this investment policy and is able to comply with it.

Only firms meeting the following requirements will be eligible to serve as investment manager for the University:

a) Registered with the Securities and Exchange Commission under the Investment Advisers Act of 1940, or exempt from registration;

b) Must have provided to the University an annual updated copy of Form ADV, Part II, if applicable;
c) Must be registered to conduct business in the Commonwealth of Virginia; and

d) Must have proven experience in providing investment management services under the Investment of Public Funds Act.

Any firm engaged by the University to provide investment services shall:

a) selectSelect security brokers/dealers who meet the requirements defined under this policy;

b) provideProvide monthly reports of transactions and holdings to the University;

c) provideProvide performance reports at least quarterly;

d) reportReport on performance in comparison to the University’s investment benchmarks and provide evidence that the manager has solicited at least three bids for any security purchased or sold on behalf of the University; and

e) notNot collect any soft dollar commissions or credits, from mutual funds or others, in exchange for services directly provided to a customer.

3. Selection of Depository Banks – the University may deposit funds with any national banking association, federal savings and loan association or federal savings bank located in Virginia and any bank, trust company or savings and loan association organized under Virginia law that is a Qualified Public Depository as defined by the Virginia Security for Public Deposits Act (Section 2.2-4401 et seq.) of the Code of Virginia. While it is not expected that bank deposits will be significant, any bank deposits above $10 million will be managed with (1) an appropriate diversification of holdings among banks and (2) a consideration of the credit rating of each bank.

X. Prohibited Investments and Investment Practices

The University is expressly prohibited from the following investments and investment practices in the Tier 1 and Tier 2 Portfolios, except to the extent that the Tier 2 portfolio is invested in a UVIMCO co-mingled pool, in which case the prohibited investments and practices would be consistent with the UVIMCO investment policy.

1. Borrowing funds for the sole purpose of reinvesting the proceeds of such borrowing.
2. Short sales (selling a specific security before it has been legally purchased);
3. Pair-offs (buying a security and selling it before the settlement date);
4. Speculative trading (repetitive buying and selling of the same or similar securities for the purpose of capital gains);
5. Investment in complex derivatives such as range notes, dual index notes, inverse floating rate notes and deleveraged notes, or notes linked to lagging indices or to long-term indices;
6. Investment in collateralized mortgage obligations; and
7. Investing in any security not specifically permitted by this Policy.

XI. Portfolio Benchmarks

The Working Capital Fund will be designed to obtain at least a market level rate of return, given budgetary and economic cycles, commensurate with the University’s investment risk and cash flow needs. The portfolio management approach will be active, allowing periodic restructuring of the investment portfolio to take advantage of current and anticipated interest rate movements.

The returns on the University of Virginia’s investments will be compared on a quarterly basis to benchmark with similar risk/return characteristics.

The applicable benchmarks for each of the University’s three Portfolio Tiers are listed below:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>Merrill Lynch 6-Month U.S. Treasury Bill Index</td>
</tr>
<tr>
<td>Tier 2</td>
<td>Merrill Lynch 1-5 Year U.S. Treasury Index</td>
</tr>
<tr>
<td>Tier 3</td>
<td>As prescribed in the UVMCO Investment Policy Statement</td>
</tr>
</tbody>
</table>

Portfolio Benchmarks

The University structures a portfolio benchmark that is consistent with the security types and duration, or weighted average maturity, guidelines established under this policy. The University will use the Merrill Lynch 6-month T-Bill Index as its benchmark.

A copy of this policy and related procedures manual will be placed on file in the Treasury Operations Management Department and an electronic version will be posted on the University’s website.
Appendix A – University of Virginia Investment Management Company Investment Policy Statement

University of Virginia
Investment Management Company
Investment Policy Statement

Contents

I. Introduction
   A. Organizational Purpose
   B. Standard of Care
   C. Objectives
   D. Spending

II. Governance
   A. Board Responsibilities
   B. Staff Responsibilities
   C. Tactical Asset Allocation
   D. Manager Selection and Monitoring
   E. Manager Diversification
   F. Leverage and Derivatives
   G. Reporting
   H. Annual Policy Review

III. Policy Portfolio
   A. Capital Market Risk and Return Estimates
   B. Risk Tolerance
   C. Strategic Asset Allocation
   D. Risk Control Ranges

Exhibit 1. Policy Portfolio
I. Introduction

A. Organizational Purpose

The University of Virginia Investment Management Company (UVIMCO) provides investment management to the Rector and Visitors of the University of Virginia (University) and its related foundations (Foundations). Assets deposited in UVIMCO are held in the custody and control of UVIMCO on behalf of the University and Foundations within a long-term co-mingled investment pool (Pool).

B. Standard of Care

The Board of Directors (Board) and Officers (Staff) of UVIMCO manage Pool assets in accordance with this Investment Policy Statement. In making investment decisions and taking investment actions, they exercise their good faith business judgment and act consistent with required standards of conduct for managers of institutional assets.

Given the uncertain and continuously evolving nature of investment markets, no static list of security types, asset classes, or definitions of investment management strategies can continuously express prudent practice. Therefore, the process by which investment decisions are developed, analyzed, adopted, and executed must satisfy relevant standards of care.

C. Objectives

UVIMCO’s primary objective in managing the Pool is to maximize long-term real return commensurate with the risk tolerance of the University.

To achieve this objective, UVIMCO actively manages the Pool in an attempt to achieve returns that consistently exceed the returns on a passively investable benchmark with similar asset allocation and risk (Policy Portfolio Benchmark).

Recognizing that the University must attract outstanding students, faculty, and staff and provide to them appropriate resources, UVIMCO strives to manage Pool assets to provide long-term real returns that compare favorably with the returns of endowments of other outstanding schools (Peer Group).

D. Spending

UVIMCO does not set spending rates. UVIMCO communicates the Pool’s risk and return estimates to the University and Foundations for their consideration in setting spending rates.
II. Governance

A. Board Responsibilities

The Board is responsible for establishing this Investment Policy Statement. The Board has delegated to UVMCO's Chief Executive Officer (CEO) responsibility for managing Pool assets in accordance with this Investment Policy Statement and in accordance with other policies that the Board has or may adopt.

The Board monitors the development, analysis, adoption, and execution of investment decisions and actions by the Staff to ensure compliance with this Policy and applicable standards of care. The Board also evaluates the competence of the management of Pool assets considering the investment process and the resulting return of Pool assets relative to the Policy Portfolio Benchmark and Peer Group. The Board takes action to amend this Investment Policy Statement or replace Staff as necessary to ensure prudent management of Pool assets.

B. Staff Responsibilities

Staff manages Pool assets within the policies set by the Board and under the direction of the CEO. Staff's investment management responsibilities include tactical asset allocation and selection of external managers. While Staff may directly trade securities or derivatives to manage the Pool’s asset allocation, active management of security selection typically is delegated to external managers.

C. Tactical Asset Allocation

Because an optimal asset allocation evolves through time in response to changing economic circumstances and volatile market prices, Staff may tactically manage the Pool's asset allocation within the risk control ranges of the Policy Portfolio. Implementation of any such tactical strategy recognizes the inherent uncertainty of short-term forecasts of asset class returns and the high relative risk of even small deviations from the market exposures of the Policy Portfolio and Peer Group. Therefore, Staff typically scales any tactical asset allocation positions to ensure only modest risk relative to the Policy Portfolio Benchmark and Peer Group.

D. Manager Selection and Monitoring

Staff monitors and evaluates the full spectrum of global investment strategies seeking opportunities to employ active external managers. Prior to hiring external managers, staff investigates and analyzes managers’ investment process, organization, and staff. Staff terminates managers or adjusts manager positions to achieve the objectives of the Investment Policy Statement. While the Board has delegated manager selection and retention decisions to the CEO, the Board monitors the CEO's decision making process and reviews documentation of due diligence in analyzing and monitoring managers.
E. Manager Diversification

For instruments or funds whose returns are produced only through exposure to capital markets, including index funds and similar derivative securities, allocations are limited by the asset allocation ranges expressed by the Policy Portfolio. For managers whose returns are produced primarily through skill, including hedge funds, no more than 7.5% of Pool assets are allocated to a single manager. For long-term closed-end fund investments, including private equity and real estate funds, the 7.5% limitation applies to the net amount committed to active funds (calculated as the total cost basis of current investments plus total unfunded commitments, if any). For purposes of this limitation, separate funds managed by an investment company or business group are aggregated if the returns of those funds are produced by a common investment process.

F. Leverage and Derivatives

UVIMCO employs leverage and derivative securities, both directly and within funds, only to the extent that the aggregate risk of the Pool is not increased beyond that which would be allowed by the Policy Portfolio without using leverage or derivatives. UVIMCO defines leverage as a strategy that increases expected return by raising exposure to and risk of a given investment. The most direct form of leverage is borrowing but many other strategies, structures, funds, and derivative securities produce similar results and therefore imply leverage. UVIMCO monitors and controls the effect of both direct and implied leverage on the Pool’s volatility and liquidity.

G. Reporting

UVIMCO provides monthly reports to the University and Foundations displaying the Pool’s asset allocation relative to the Policy Portfolio and displaying the returns of the Pool and its component asset classes. UVIMCO provides quarterly narrative reports that explain and analyze the Pool’s investment position, strategy, and performance relative to the Policy Portfolio Benchmark. Annually, UVIMCO provides performance results relative to the Peer Group.

H. Annual Policy Review

The Board reviews this policy annually. In preparation for that review, Staff provides an analysis of any changes in the risk tolerance and spending plans of the University that have been reported to it and on economic and investment conditions. Staff recommends changes to this Investment Policy Statement accordingly. Typically, annual changes to this Investment Policy Statement are small and gradual. The revised Investment Policy Statement is provided to the University and Foundations on a timely basis.
III. Policy Portfolio

A. Capital Market Risk and Return Estimates

The Board reviews and approves Staff’s estimates of capital market risks and returns. Staff divides the global capital market into asset classes and examines their historical returns, volatilities, and correlation. If future conditions such as economic risk, inflation, and market integration are likely to differ materially from the conditions during the historical periods examined, then Staff adjusts historical risk and return estimates accordingly.

Perceived temporary deviations of current market prices from equilibrium values do not influence UVIMCO’s capital market risk and return estimates. Therefore, UVIMCO’s capital market risk and return estimates are changed infrequently and gradually.

B. Risk Tolerance

The Board determines the Pool’s risk tolerance in consideration of the University’s tolerance for volatility in spending. Foundations must determine whether the Pool’s risk and return characteristics are appropriate given their investment objectives and spending plans.

In theory, tolerance for spending volatility determines a risk aversion parameter, which in combination with capital market risk and return estimates provides a specific optimal asset allocation that maximizes utility. In practice, risk tolerance is difficult to quantify and the theoretically optimal asset allocation may vary widely within a reasonable range of capital market risk and return estimates. Therefore, the Board’s determination of the Pool’s risk tolerance is necessarily a judgmental process.

C. Strategic Asset Allocation

Based upon the University’s risk tolerance together with capital market risk and return estimates, the Board sets a strategic asset allocation designed to achieve the objectives stated in this Investment Policy Statement. The strategic asset allocation is prudently diversified across asset classes. If passively executed, the strategic asset allocation would provide expected returns in line with its risks; it lies near the efficient frontier of portfolios that provide the highest expected return per unit of risk and the lowest risk per unit of expected return.

Benchmark indices are selected to represent the risk and return profile of each asset class. Key considerations in selecting benchmark indices include broad market coverage, ability to passively invest, transparency of index construction, and objectivity of the index provider. The strategic asset allocation together with the selected benchmark indices form the Pool’s Policy Portfolio Benchmark – the primary benchmark against which actual Pool performance is measured.
D. Risk Control Ranges

The Policy Portfolio specifies risk controls in the form of ranges for Pool asset allocations. The ranges help to ensure adequate diversification, define the permissible magnitude of tactical asset allocation, and constrain both absolute and relative risk. UVIMCO has adopted risk controls principally considering the Pool’s tolerance for volatility, but also to ensure adequate liquidity.

Risk control ranges express the acceptable variation from target asset allocations in normal market and economic circumstances. Exceptional circumstances may justify deviation from the ranges specified in the Policy Portfolio. Deviation from risk control ranges caused by an investment decision or action must result in Board notification via the monthly Board report. Deviation from risk control ranges caused by changes in market prices or manager actions is reported by the CEO to the Board monthly along with a recommended plan of action. In any such circumstance, UVIMCO formally communicates to the University and Foundations the reasons for operating the Pool’s actual asset allocation outside of the ranges specified by the Policy Portfolio.
### Policy Portfolio as of June 30, 2011

#### Strategic Asset Allocation

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Allocations (%)</th>
<th>Benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td>60</td>
<td>MSCI All Country World Equity</td>
</tr>
<tr>
<td>Real Assets</td>
<td>10</td>
<td>50% MSCI U.S. Real Estate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50% MSCI AC World Real Estate</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>30</td>
<td>50% Barclays U.S. Aggregate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50% Barclays Global Aggregate Bond (Hedged)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
<td>Policy Portfolio Benchmark</td>
</tr>
</tbody>
</table>

#### Risk Control Ranges (%)

<table>
<thead>
<tr>
<th>Net Exposure*</th>
<th>Ranges</th>
<th>Allocations*</th>
<th>North America*</th>
<th>Europe*</th>
<th>Asia*</th>
<th>LAMA*†</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td>40 – 70</td>
<td>60</td>
<td>28</td>
<td>16</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>Real Assets</td>
<td>5 – 20</td>
<td>10</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Credit</td>
<td>0 – 20</td>
<td>13</td>
<td>11</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Government Bond</td>
<td>5 – 20</td>
<td>17</td>
<td>9</td>
<td>4</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td><strong>Regional Targets &amp; Ranges</strong></td>
<td><strong>70 – 100</strong></td>
<td><strong>100</strong></td>
<td><strong>56</strong></td>
<td><strong>23</strong></td>
<td><strong>18</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td>Cash &amp; Currency</td>
<td>0 – 30</td>
<td>10</td>
<td>25 – 75</td>
<td>0 – 40</td>
<td>0 – 40</td>
<td>0 – 20</td>
</tr>
<tr>
<td><strong>Current Targets &amp; Ranges</strong></td>
<td><strong>100</strong></td>
<td><strong>65</strong></td>
<td><strong>17</strong></td>
<td><strong>15</strong></td>
<td><strong>3</strong></td>
<td></td>
</tr>
<tr>
<td>Market Beta Exposure</td>
<td>70</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Aggregate</td>
<td>50-70</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Regional asset class and currency exposure of the Policy Portfolio Benchmark as of 6/30/11.
† Latin America, the Middle East, and Africa
Appendix B – Board of Visitors resolution, October 2007

UNIVERSITY OF VIRGINIA
BOARD OF VISITORS AGENDA ITEM SUMMARY

BOARD MEETING: October 4, 2007

COMMITTEE: Finance

AGENDA ITEM: II.E. Cash Management Authority

BACKGROUND: In 2007, the University obtained a legislative amendment that expands its ability to invest non-general fund reserves and balances and certain local funds of or held by the university. The amendment allows these funds to be invested in equity-based financial securities in addition to the instruments allowed under the State’s Investment of Public Funds Act (IPFA). The University has long had the authority to invest its gift and other private funds in equity-based financial securities while all other funds were invested by the University or the State Treasurer subject to the provisions of the IPFA. The 2007 legislation allows the University to invest its cash in higher-returning investments where appropriate.

The 2006 Restructuring Management Agreement between the University and the State transferred to the University the responsibility for management of non-local cash, subject to meeting the performance metrics established under the Agreement. Thus, in addition to local and private cash, the University is managing “all other non-general fund reserves and balances”.

DISCUSSION: The University has embarked on a comprehensive cash management program including the establishment of an internal bank. The implementation of a new computer system and the development of a cash forecasting model have allowed the University to manage cash flow on a University-wide basis. The result is that the University is now better able to optimize the investment of its cash.

This action establishes clear authority for the University to invest its cash in the University of Virginia Investment Management Company (UVIMCO) long-term pool, as well as other vehicles, in a prudent manner subject to the law in order to obtain the best return for the University while ensuring liquidity requirements are met. It also allows for sharing of the incremental investment earnings between the central reserves and the entities within the University. The cash management policies and practices will be subject to the University’s normal audit, reporting and disclosure requirements.
ACTION REQUIRED: Approval by the Finance Committee and by the Board of Visitors

APPROVAL OF CASH MANAGEMENT AUTHORITY

WHEREAS, the 2006 Restructuring Management Agreement grants the University the authority to invest all non-general fund cash if the performance metrics negotiated in the Agreement are met; and

WHEREAS, the 2007 investment legislation (23-76.1) allows the investment of local funds and all non-general fund reserves and balances in a variety of financial securities in addition to the instruments allowed by the Investment of Public Funds Act; and

WHEREAS the University seeks to manage and invest cash in a prudent manner subject to the law, in order to obtain the best returns concomitant with acceptable risks that ensure liquidity requirements are met;

RESOLVED that the Vice President and Chief Financial Officer is authorized to invest the cash of and held by the University in the University of Virginia Investment Management Company (UVIMCO) long-term pool or in other investment vehicles as permitted by law, the cash to include but not be limited to working capital, operating reserves, employee health plan reserves, other academic division operating and capital reserves, and medical center working capital, operating and capital reserves including depreciation reserves;

RESOLVED FURTHER that the Vice President and Chief Financial Officer is granted the authority to distribute returns to major entities and to central reserves as appropriate.
8VAC85-20. Scope.

This chapter applies to all University of Virginia personnel, students, trainees, or volunteers and the general public while on university property or while attending a sporting, entertainment, or educational activity.

8VAC85-20. Definitions.

The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:

"Firework" means any combination of explosives and combustibles set off to generate colored lights, smoke, or noise.

"Law-enforcement officer" means any sworn law-enforcement officer who has the duty and obligation to enforce the penal or traffic laws of the Commonwealth of Virginia, or any portion thereof, as certified by his appointing authority and including, but not limited to, any person appointed pursuant to §§ 4.1-100, 9.1-101, 15.2-1609, 15.2-1700, 23-232, 29.1-200, 30-34.2:1, 52-1, 53.1-1, 53.1-143, and 66-25.3 of the Code of Virginia; any attorney for the Commonwealth as provided in § 18.2-308 B 9 of the Code of Virginia; any conservator of the peace exempt from § 18.2-308 A of the Code of Virginia pursuant to § 18.2-308 C 4 of the Code of Virginia; and any sworn federal law-enforcement officer or agent and any law-enforcement agent of the armed forces of the United States who is authorized to carry a
weapon by federal law and who is within his territorial jurisdiction or who is contracted with the university to provide services within the university's territorial jurisdiction and who is on duty or providing services to the university.

"University" means the University of Virginia, including its College at Wise and its Medical Center.

"University Medical Center" or "Medical Center" means the hospital and all other buildings that make up the Medical Center such as facilities used for administrative, clinical, or lab activities.

"University property" means any land, buildings, or vehicles that the university owns or leases or that is under its control.

"Weapon" means (i) any firearm including any pistol, revolver, rifle, shotgun, air-pistol, paintball gun, or other instrument designed or intended to propel a bullet, cartridge, or other missile of any kind including a bow or cross-bow; (ii) any dirk, bowie knife, switchblade knife, ballistic knife, butterfly knife, sword, machete, or other bladed weapon with a blade longer than four inches in length; (iii) any razor slingshot, spring stick, metal or lexan knucks, or blackjack; (iv) any flailing instrument consisting of two or more rigid parts connected in such manner as to allow them to swing freely, which may be known as nun chahka, nun chuck, nunchaku, shuriken, or fighting chain; or (v) any disc, of whatever configuration, having at least two points or pointed blades that is designed to be thrown or propelled and that may be known as throwing star or oriental dart.
8VAC85-20-30. Weapons, fireworks, and explosives prohibited.

A. The safety of the university community is promoted by the reasonable regulation of weapons, fireworks, and explosives.

B. Members of the university community. The possession, storage, or use of any weapon by any university student, faculty, employee, trainee, or volunteer, except a law-enforcement officer, on university property is prohibited.

C. General public and visitors. The possession, storage, or use of any weapon by the general public or visitors, except a law-enforcement officer, on university property in academic, administrative, athletic, entertainment, or student residence buildings, child care or dining facilities, or the University Medical Center, or while attending sporting, entertainment, or educational activities is prohibited.

D. Exceptions. In the following circumstances, the Chief of the University Police Department, or his designee, may authorize in writing a person to possess, store, or use a weapon: (i) educational or artistic display, parade, or ceremony in connection with a university-sponsored activity (unloaded or disabled only and with other specified safeguards, if appropriate); (ii) official military or Reserve Officer Training Corps (ROTC) activities; (iii) university contracted protection or security details; (iv) any university-approved training, course, or class; or (v) university personnel, other than law-enforcement officers, required to possess a weapon as part of their official duties. A request for permission pursuant to one of the exceptions in this subsection shall be addressed in advance to the Chief of the University Police Department where it will be evaluated on a case-by-case basis in accordance with state and federal law, university policy, and the safety of the university community.
E. Fireworks and other explosives. Except as approved by authorized university personnel or otherwise authorized by applicable university policies and procedures, the possession, storage, or use of any firework or other explosive or any lethal combustible chemical or combination of chemicals on university property or while attending sporting, entertainment, or educational activities is prohibited.

8VAC85-20-40. Persons lawfully in charge.

In addition to university personnel responsible for the management or supervision of university property and activities, university law-enforcement officers are lawfully in charge of university property for purposes of forbidding entry upon or within, or prohibiting remaining upon or within university property while possessing weapons or other devices, instruments, fireworks, explosives, or combustible chemicals in violation of this chapter. University personnel or students who violate this chapter also may be subject to disciplinary action. The provisions of this chapter apply regardless of whether a person has a concealed weapon permit.