RESOLUTIONS ADOPTED BY THE BOARD OF VISITORS
NOVEMBER 14-15, 2013

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Setting the Board Meeting Dates for 2018 and 2019 9300

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Approval of Revision to the University’s Major Capital Projects Program - Education Resource Center and Gross Anatomy Lab Renovation 9312

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Approval of the Five Foundational Pillars of the “Cornerstone” Strategic Plan 9313

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  Department, Operating Room, and Inpatient Bed Expansion 9329
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November 14, 2013:
• Approval of University Of Virginia Transitional Care
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  Plan 9329
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November 14-15, 2013

The Board of Visitors of the University of Virginia met in open session at 1:00 p.m. on Friday, November 15, 2013, in the Board Room of the Rotunda; George Keith Martin, Rector, presided.

Present were Frank B. Atkinson, Hunter E. Craig, Allison Cryor DiNardo, Helen E. Dragas, Kevin J. Fay, Frank E. Genovese, Marvin W. Gilliam Jr., William H. Goodwin Jr., John A. Griffin, Victoria D. Harker, Bobbie G. Kilberg, Stephen P. Long, M.D., Edward D. Miller, M.D., Timothy B. Robertson, Linwood H. Rose, and Blake E. Blaze. Leonard W. Sandridge Jr., Senior Advisor to the Board, was present as well.

Also present were Teresa A. Sullivan, Susan G. Harris, Paul J. Forch, Patrick D. Hogan, John D. Simon, Susan A. Carkeek, Donna Price Henry, Chris Holstege, M.D., R. Edward Howell, Patricia M. Lampkin, David W. Martel, Marcus L. Martin, M.D., Nancy A. Rivers, Colette Sheehy, Thomas C. Skalak, Robert D. Sweeney, Anthony P. de Bruyn, McGregor McCance, and Debra D. Rinker.

The Rector called on Marvin W. Gilliam Jr. to lead the Pledge of Allegiance.

On motion, the Minutes of the Board meetings held on September 19-20, 2013 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 AGENDA ITEMS

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

Setting the Board Meeting Dates for 2018 and 2019

On motion, the Board adopted the following resolution approving meeting dates for 2018 and 2019:
SETTING THE DATES OF THE 2018 AND 2019 BOARD MEETINGS

RESOLVED, the following dates for the 2018 and 2019 Board meetings are approved:

Thursday and Friday
February 15 & 16, 2018

Thursday and Friday
June 7 & 8, 2018

Thursday & Friday
September 13 & 14, 2018

Thursday & Friday
November 8 & 9, 2018

Retreat date for 2018 to be determined

Thursday and Friday
February 14 & 15, 2019

Thursday and Friday
June 6 & 7, 2019

Thursday and Friday
September 12 & 13, 2019

Thursday and Friday
November 14 & 15, 2019

Retreat date for 2019 to be determined

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Changing the Meeting Dates for the Spring 2014 Regular Meeting

Mr. Martin stated that for the past two years the Board has held the late spring meeting immediately after final exercises. He said this has been convenient for many members of the board, but it is not easy for the university to transition from the biggest and most important public event of the academic year to two days of board meetings. He said he would like to return to meeting in June, however, the dates on the calendar do not work for several Board members. He proposed meeting on June 5 and 6, which immediately precedes reunions weekend. He said this would be convenient for those participating in the weekend events. On motion, the following resolution was approved:
CHANGING THE MEETING DATES FOR THE SPRING 2014 REGULAR MEETING

RESOLVED, the spring 2014 regular meeting is changed from June 12 and 13, 2014 to June 5 and 6, 2014.

The Rector also asked the Board members to add to their calendars the inauguration of the Chancellor of The University of Virginia’s College at Wise, which is scheduled for April 22nd in Wise, Virginia. He said Ms. Rinker would be polling the Board for their attendance at the inauguration events and for a possible tuition meeting in Abingdon or Wise the next morning, April 23.

Adoption of Integrated Emergency Operations Plan

Mr. Hogan presented revisions to the City of Charlottesville, Albemarle County, and the University of Virginia Emergency Operations Plan. On motion, the following resolution was approved:

ADOPTION OF INTEGRATED EMERGENCY OPERATIONS PLAN

WHEREAS, the Board of Visitors and the University of Virginia are concerned with the health, safety, and well-being of members of the University community and desire that the best possible emergency service be available to them; and

WHEREAS, the Commonwealth of Virginia Emergency Services Law of 1973 requires that each city and county develop and maintain an Emergency Operations Plan which addresses its planned response to emergency situations; and

WHEREAS, such a plan was adopted by the Board in 2008; and

WHEREAS, such a plan has been developed by University staff in coordination with the Virginia Department of Emergency Management with input from local agencies;

RESOLVED, the Board of Visitors of the University of Virginia adopts the City of Charlottesville, County of Albemarle, and University of Virginia Integrated Emergency Operations Plan, to include plans and procedures for both peace time and war-caused disasters.

Resolution of Commendation for Gordon F. Rainey Jr.

The Rector said the $3 billion capital campaign was completed in the spring. This achievement was in no small part due to the tireless efforts of the campaign chair, Gordon Rainey. At a celebration of the campaign completion a couple of weeks previously, Mr. Nau read a resolution commending Mr. Rainey, and at that time Mr. Nau said the resolution would be presented to the Board of Visitors for its
The Rector asked Mr. Sandridge to read the proposed resolution. On motion, the following resolution was approved:

RESOLUTION OF COMMENDATION FOR GORDON F. RAINEY JR.

WHEREAS, Gordon F. Rainey Jr., of Richmond, was appointed chair of the Campaign for the University of Virginia in 2005, the day after his position as Rector of the University ended; and

WHEREAS, Mr. Rainey demonstrated extraordinary leadership in every phase of the Campaign until it surpassed its historic $3 billion goal in May 2013; and

WHEREAS, Mr. Rainey, a proud alumnus of the University, having graduated from the College of Arts and Sciences in 1962 and the School of Law in 1967, provided calm, confident, and action-oriented guidance for the Campaign through unprecedented economic and institutional change; and

WHEREAS, Mr. Rainey personified the best of Virginia culture in treating donors, prospects and volunteers with integrity and respect while steadfastly moving the Campaign’s agenda forward; and

WHEREAS, Mr. Rainey’s service to the University in this capacity and many others has been of the greatest distinction;

RESOLVED, the Board of Visitors thanks Gordon F. Rainey Jr. for his dedicated and selfless leadership of the $3 billion Campaign for the University of Virginia and his superb example of what a leader should be; and re-affirms, as it did after his retirement as Rector, that it is reassured by the sure knowledge that Mr. Rainey’s love of, and devotion to, the University will in nowise be diminished by his retirement from this latest role.

Report by the Student Board Member

Mr. Blaze said point number 8 in the new mission statement emphasizes engendering an atmosphere conducive to fellowship and understanding as well as "constructive participation" between faculty and students. He said this is the foundation of student self-governance at the University and is one of our most distinguishing characteristics that will help to set us apart as we strive to be the premier public university in the country. Student leaders who spoke at the Board meeting were perfect examples of constructive participation, and as we endeavor to set ourselves apart we cannot lose sight of the importance of student self-governance as a motivation for students to continue to be involved over the duration of their time at the University.

Mr. Blaze said he would like to see Board members spend time with students in a more informal setting, outside of the board room, so they would get to know the students as people, which in turn would be
ideally true for the student; students would come to know the Board members as people, also. Mr. Blaze said this interaction would go a long way toward taking the Board off of a pedestal that is shrouded by ignorance and a lack of familiarity.

Report by the President

President Sullivan made brief remarks prior to the gifts and grants report. She announced the commencement speaker chosen for Final Exercises in 2014 is Ray Mabus, the U.S. Secretary of the Navy. She said Secretary Mabus served as Governor of Mississippi from 1988 to 1992. He was the U.S. ambassador to the Kingdom of Saudi Arabia from 1994 to 1996, and later served as chairman and CEO of a manufacturing company.

President Sullivan said this is a great selection for Final Exercises because Secretary Mabus will provide an inspiring example of national leadership and commitment to service for our students just as they embark on their own lives of leadership and service. She also reminded the members that NFL quarterback Peyton Manning will be the speaker at Valedictory Exercises on Saturday of graduation weekend. She lightheartedly said, “You might say we have an expert on offense on Saturday and an expert on defense on Sunday.”

President Sullivan then gave the formal gifts & grants report, which follows.

Gifts and Grants Report

Summary of Fiscal Year-To-Date through Sept. 30, 2013

Philanthropic cash flow to the University of Virginia and its related foundations is $30,270,473.63 for the first quarter of the fiscal year through September 30, 2013, with an additional $2,856,298.93 pledged. She said this is a slight increase of 0.35% over the same time period in the last fiscal year.

Significant Gifts Received Since The Last Meeting

The following are significant gifts received since the last Board meeting:

Estate of Marion R. Taylor $3,750,000 bequest to the College and Graduate School of Arts and Sciences for the Ambassador Henry J. Taylor and Mrs. Marion R. Taylor Professorship in Media Studies, and the Ambassador Henry J. Taylor and Mrs. Marion R. Taylor Professorships in Politics;

Estate of Calvin C. Crum bequests of $1,500,000 and $416,099.26 to the McIntire School of Commerce to support the McIntire Building Campaign Fund and to establish the Major Calvin C. Crum Scholarship Fund and the Major Calvin C. Crum Real Estate Fund;
Estate of Jeannette L. Bricault, $961,958.33 bequest to the School of Medicine for its unrestricted use;

Juvenile Diabetes Research Foundation, $931,052 private grant to the School of Medicine for research on a “Systems Approach To Closed-Loop Control Of Type 1 Diabetes At Home”; and

Estate of Dr. Arthur F. Ebbert, Jr., $800,000 bequest to the School of Medicine to establish the Arthur Ebbert Scholarship.

**Significant Pledges Received Since The Last Meeting**

The following is a significant pledge received since the last Board meeting:

Hunter Smith Family Foundation $5,000,000 pledge to establish the Hunter Smith Band Building Fund.

The President recommended that the Board accept the gifts and grants report. The Rector asked for a motion to approve the report. The motion was made, seconded, and the report was approved.

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**Faculty Senate Report**

Dr. Holstege reflected on Veterans’ Day, also known as Armistice Day, a day when we acknowledge the service provided by our armed forces’ veterans such as Board member Frank Genovese, who was a U.S. Marine. He spoke briefly about his own family; his father and grandfather are both veterans. He read an entry in his grandfather’s diary from World War I.

Dr. Holstege said he mentioned Veterans’ Day as an example of service. He said in academics faculty often hear fellow faculty colleagues talk about being “in the trenches”. He said for faculty it has different connotation; it implies they are the life blood of this university as they strive to provide excellence in teaching, research, administration, clinical care, and service. He said maintaining such excellence is not easy; it is a battle as peer universities, both domestic and abroad, strive to overtake the University in reputation and position. Dr. Holstege said if that occurs, top tier students and faculty are at risk of being drawn away from the University of Virginia to others with better reputations.

Dr. Holstege said the Faculty Senate in 2012 performed an extensive survey of the faculty with the assistance of the UVA Center for Survey Research to assure methodological integrity. He said this was only the second time in the history of the University that such a survey was performed and the first time that questions pertaining to time utilization by faculty were asked. The survey revealed that full-time faculty worked, on average, 57 hours per week. The time was divided primarily among teaching (33%), research (31%), and administration (22%). He said the breakdown of those hours varied
significantly depending on the school and the specific faculty member. However, 13% of time on average was also spent in service.

Dr. Holstege said the word “service” can have many different meanings. Service performed by University faculty includes such areas as medical volunteerism, community project participation, broad public outreach, participation in innumerable student activities, and time spent on various committees. He said this service serves as an example for young students and trainees to later emulate, and draws in those students (and trainees), enriching their academic experience. Much of the service faculty do for the greater societal good is because the University is a top tier public university that strives for excellence and grants faculty the platform from which to have credibility. Dr. Holstege said the international reputation of the University of Virginia has enabled him personally to serve in numerous arenas that faculty of other universities with lesser reputations could not.

He said the old and new mission statements also use the word “serve”, and the word can be found 12 times within the current proposed Cornerstone strategic plan. He said service is one of the "pillars" of a faculty member's obligations. As a university community, we serve and we do it well.

Dr. Holstege thanked the Board for their committed service as stewards charged with assuring that excellence is maintained at the University. He said not only does the Board’s work enable a tremendous educational experience for future students, but it also assures that outstanding faculty will be recruited and retained, empowered by the reputation of the University of Virginia to serve our greater society.

He ended his report with a quote from Thomas Jefferson:

"There is a debt of service due from every man to his country, proportioned to the bounties which nature and fortune have measured to him."

Committee Reports

The chairs of each of the committees gave reports on the actions and discussions in their committee meetings. These committee reports can be heard on the audio feed that is linked to the November 2013 materials under past meetings. It can be found at: http://www.virginia.edu/bov/meetings/13Nov/index.html. Committee Minutes reflect the discussion and actions taken in the committee meetings.

After the committee reports, Mr. Martin asked Mr. Griffin to give a brief report on the State Council of Higher Education for Virginia (SCHEV) orientation session that was held in October. Mr. Griffin said he was joined for this orientation by Mr. Genovese, and this was
the first “mandatory” orientation session for new board members. He said he found it to be very worthwhile. It was conducted by an impressive and diverse group of individuals including current and former rectors, former and current university presidents, the staff directors for state senate and house finance committees, the state secretary of education, and many others, including Rector Martin, who led a panel discussion.

Mr. Griffin described several of the sessions. He said the first presentation was on governance and fiduciary duties. The director of the Association of Governing Boards (AGB) spoke of how the boards of higher education institutions have a duty of loyalty to the institution, which means putting the interests of the institution above all else, and that all non-profit boards have accountability to the public interest. Mr. Griffin said he was told the primary duty of loyalty of a board of visitors member is to the institution and not the Governor or the Commonwealth; the Governor has appointed the members because he trusts their independent judgment, experience, and good faith, and their decisions should be free of any political considerations.

Mr. Griffin also described a session entitled “Effective Institutional Governance”. During this panel discussion there was universal agreement that board members should feel comfortable with disagreement and not fear situations when they agree to disagree because there is no expectation that boards will reach unanimous conclusions. Mr. Griffin said it was a good reminder that we are a collection of independent-minded individuals who all share a common bond: a passionate commitment to the welfare of the University of Virginia. He said the corollary point he took away from the panel discussion was that after debates, after the reasonable arguments, and most importantly, after the vote, there is a compelling duty that the board come together and speak with one voice to support the decision. He quoted a former rector as saying, “as a full board of visitors you have tremendous power, as an individual member you have none.”

Mr. Griffin said the panel on which Mr. Martin served described some of the perils of micro-managing, recognizing this is a challenge for boards to know where the line is between oversight and interference. Mr. Griffin finished his report with one last takeaway: SCHEV strongly suggests that all boards have some sort of self-evaluation. An annual process is encouraged where they ask themselves, “How are we doing as a board and how can we do better?” He said it was a challenge to find a full day to devote to the orientation session but he was glad he did it. He said he was very inspired by the people in the room and their palpable passion for the higher education institutions that we all deeply care about. He said we may disagree from time to time, but in our collective purpose we are united. He thanked the Rector for allowing him a few minutes to report on the SCHEV orientation and the importance of attending.
President Sullivan thanked the Board for their guidance in developing the Strategic Plan, in particular Mr. Atkinson and Mr. Rose, who spent many hours giving guidance and talking through the process of strategic planning. She said it was important to note that the strategic plan was developed not just for the current and incoming classes but it is for the future of the institution, for our children and our grandchildren, so that when they are ready to go to college, it is still a great University of Virginia. She said this strategic plan is fundamentally about leadership - student leaders, faculty leaders, and staff leaders. President Sullivan said the whole document is about the institution as a leader: the University keeping and advancing its position of leadership among public higher education institutions. She cited a comment that was made to her on her trip to China in 2012. She was told by the Chinese Minister of Education that when they think about American higher education, they think of Berkeley on the West Coast and Virginia on the East Coast. She said that is how she wants us to be seen, as leaders among our peers everywhere.

President Sullivan stated that the Board is not new to the Strategic Plan process. Two years ago, the Board approved a Strategic Plan for the Health System. It was approved without knowledge of where every dollar was coming from and it was made with a big assumption of what would happen with clinical revenues. She said the savings and additional revenues as they were accumulated were to go to a strategic initiative fund and that money would then be spent to meet the overall objectives of that plan. At the Medical Center Operating Board meeting the day before, the members were briefed on a business plan for one of the Centers for Excellence that was envisioned two years ago in that plan. What that says is that a plan such as this one needs to be both dynamic and flexible, and it means that not every dollar will be known at the beginning.

President Sullivan said there is no business in America and certainly no university in America that can tell you exactly what will happen over the next five years. You can forecast sales but your sales may not materialize; you can forecast what your vendors are going to charge you but it might not happen. She said interest rates can change, the regulatory environment can change, political issues can change, all of which can affect your plan. What makes your plan last is that you set a direction which the five pillars set, and that you are willing to be dynamic and flexible as you go forward.

The President reminded the Board about the University's last strategic plan. The University adopted the Commission on the Future of the University (COFU) in 2008 and almost immediately the nation went into the worst financial crisis that our generation has faced and many things that we wanted to do could not be done. We did, however, have a general direction. We knew that it was important to get our...
President Sullivan said there will be areas that we will need to fund over the next five years, and some of them will not fit within the established strategies and pillars. She said four of the strategies involve taking things that we already do and doing them better, and this would be at a minimal cost. She said, however, there will be investments needed over the next five years and the reason for this is not directly related to the strategic plan. The reason for this is an issue the Board has already been told about: the generational turnover in our faculty. In addition, the Board has adopted a plan to increase the size of the student body by 16% between 2008 and 2017, and we need to have additional faculty to teach the additional students. This is an issue that needs to be addressed, but it is separate from the plan. The plan will help with this effort, though, by helping the University recruit faculty in a new and smarter way. We will be bringing faculty to a place where they believe they can become leaders in their field, and we will be bringing faculty to a place where we are refreshing our research infrastructure so students and faculty together can do the cutting edge work that distinguishes the University of Virginia from other places. She said we will do this through the annual budgeting process, which the Board already approves, and we will continue to do this same process over the next five years.

President Sullivan addressed metrics and the University’s ability to deliver. She reminded the Board that they had given the green light in August to go ahead with the Big Data Institute, which has been renamed the Data Science Institute. Since then, we have hired a dynamic director who is out talking to donors; we have an office for him but not a building because this is not the type of center we are going to build a building for. There are 170 faculty members from every college and school interested in this enterprise. She said today she received a cover letter to go to NIH because a new proposal has been written for a Center of Predictive Modeling to be associated with this center. Donors who are interested in it, and one of them is the Jefferson Trust, who has given the money to produce a curriculum for undergraduate students. Just talking about this Data Science Institute has landed faculty members that the University might not otherwise have been able to recruit.

President Sullivan said the Board had heard from Milton Adams on how we will keep this plan an evergreen plan and not one to be placed on a shelf somewhere. One of the ways we are working on this is by integrating it with the deans as they do their plans for the schools and other units that also do strategic plans. She said every dean has been involved in the strategic planning process, either on the steering committee or on one of the working groups. She then asked Dean Harry Harding, dean of the Batten School of Leadership and Public Policy, and Dean Robert Pianta, dean of the Curry School of Education, to address the Board about what they have observed in the strategic planning process.
Dean Harding spoke briefly about the Batten School strategic plan and its very close integration with the University’s strategic plan.

The Batten School began their strategic planning process about the same time as the University. Dean Harding found that there were striking similarities between what they developed in the Batten School and the University’s end product – very closely aligned even though they were two independent processes. The most obvious similarity was the emphasis on leadership. He said it was exciting to see development of student leaders while they are here as well as in their careers after graduation.

The second similarity he mentioned was recruiting distinguishing faculty. He said they are a relatively new school and their faculty are young, so retention is not a focus for them as much as recruiting distinguishing faculty. He said every one of their faculty have a joint or affiliated appointment, which maximizes the collaboration among schools and units across the Grounds. He said the Batten School was also looking for faculty who were interested in public policy as a practice and not just researching public policy, and they were looking for faculty who want to be engaged in the policy community even as they train students to enter it. He said they are looking for faculty who are not just interested in being engaged in Washington D.C., but also faculty who are interested in public policy in Richmond at the state level, at the municipal level in Charlottesville, in Albemarle at the county level, and in the world at the global level. They want faculty who want to be engaged with training students at every level, in every sector, and with every aspect of global policy issues.

Dean Harding spoke about high impact student experiences and the emphasis they place on co-curricular activities as well as curricular activities. Examples are student leadership dinners, student leadership retreats, and capstone public policy projects for undergraduate majors.

Globalization of curriculum was the third topic Dean Harding addressed. They have begun working on opportunities for both undergraduate and graduate students in various kinds of activities abroad focusing on internships. Students are pressing faculty for more globalization opportunities; they want to be educated in it and for it, and the Batten School is going to do their very best to provide these opportunities. He concluded by saying these are just a few ways in which the Batten School’s strategic plan so closely aligns with the University’s plan.

Dean Pianta spoke about the Curry School of Education. He said since he became dean six and a half years ago, they have been focused on establishing and accelerating a trajectory of excellence. They have focused on strengthening their research capacity; having an interdisciplinary focus and impact; examining their programs and describing evidence of the impact of their programs; innovation and outreach; and raising their academic standards. All of these have been very well aligned with the strategic plan.
Dean Pianta said they have not been able to hire many faculty over the last several years but when they have hired, they have hired very strategically. Because of this, the faculty at the Curry School and more broadly at the University are ranked third by national magazines, behind Stanford and Harvard, in their influence in education policy. The Curry School jumped 10 points in the U.S. News and World Report ranking. At a time of decline in almost every other school nationally, their sponsored research has increased significantly. All of their hires have been interdisciplinary hires which closely aligns with the University’s strategic plan. He said their strategic plan closely aligns with the new Internal Financial Model. Stewardship is very important to the Curry School. This has enabled them to plan for excellence in a sustainable way. He said having a University-level plan that closely aligns with theirs is important and provides a catalyst for accelerating progress on their trajectory.

Executive Session, Friday, November 15, 2013

After adopting the following motion, the voting members present plus Mr. Blaze, Mr. Sandridge, Ms. Sullivan, Mr. Hogan, Mr. Simon, Mr. Forch, Ms. Harris, and Ms. Rinker, participated in Executive Session at 3:50 p.m.:

That the Board of Visitors go into closed session for the purpose of discussing the appointment, re-appointment, assignment, performance, and compensation of certain officers and employees of the University; to perform an annual evaluation of the President’s performance, as provided for in Section 2.2-3711 (A) (1) and Section 23-2.03 of the Code of Virginia; furthermore, that the Board of Visitors go into closed session to discuss and consult legal counsel on his privileged litigation report concerning University operations including a personnel suspension case, as provided for in Sections 2.2-3711 (A)(1) and (7) of the Code of Virginia, and to discuss two matters relating to specific donors and potential donations to the University, as provided for in Section 2.2-3711 (A)(8) of the Code of Virginia.

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A portion of the closed session was limited to voting board members and Mr. Blaze. At 5:15 p.m., the Board left closed session and, on motion, adopted the following resolution certifying that the deliberations in closed 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 Member’s knowledge, only public business matters lawfully exempted from open meeting requirements and which were identified in the motion authorizing the closed session, were heard, discussed or considered in closed session.

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9311
Final Session

The Board was called to order at 5:15 p.m. for the Final Session. All Board members, save Mr. Nau, were present.

The following resolutions were adopted by unanimous vote except where noted:

ACTION ITEMS

APPROVAL OF REVISION TO THE UNIVERSITY’S MAJOR CAPITAL PROJECTS PROGRAM - EDUCATION RESOURCE CENTER AND GROSS ANATOMY LAB RENOVATION (approved by the Buildings & Grounds Committee on November 14, 2013 and by the Finance Committee on November 15, 2013. Mr. Martin and Mr. Atkinson abstained)

WHEREAS, the University proposes an increase of 10,500 gross square feet at an estimated cost of $4 million to the Education Resource Center, and addition of the Gross Anatomy Renovation project, to the Major Capital Projects Program;

RESOLVED, the Board of Visitors approves revising the Major Capital Projects Program to expand the scope of the Education Resource Center, bringing the total budget to $29.86 million, and to add the Gross Anatomy Lab Renovation project at an estimated cost of $4.0 - $5.0 million.

APPROVAL OF THE UNIVERSITY OF VIRGINIA MISSION STATEMENT (approved by the Educational Policy Committee on November 14, 2013)

WHEREAS, in September 2012, the Board of Visitors charged the President to “examine and, if appropriate, refine our mission” as part of the strategic planning process; and

WHEREAS, the University’s accrediting body, Southern Association of Colleges and Schools Commission on Colleges, requires that an institution’s mission statement be periodically reviewed, and the University’s existing Statement of Purpose and Goals was last modified by the Faculty Senate in March 1985 and approved by the Board of Visitors in May 1985; and

WHEREAS, on May 15, 2013, the Faculty Senate offered suggested language to the Board of Visitors;

RESOLVED, the Board of Visitors considered the Faculty Senate recommendations and approves the following mission statement:

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

We are defined by:

• Our enduring commitment to a vibrant and unique residential learning environment marked by the free and collegial exchange of ideas;

• Our unwavering support of a collaborative, diverse community bound together by distinctive foundational values of honor, integrity, trust, and respect;

• Our universal dedication to excellence and affordable access.

RESOLVED FURTHER, this modified mission statement, subject to approval by the State Council of Higher Education for Virginia (SCHEV), shall become effective 30 days after adjournment of the 2014 session of the General Assembly.

APPROVAL OF THE FIVE FOUNDATIONAL PILLARS OF THE “CORNERSTONE” STRATEGIC PLAN
(approved by the Special Committee on Strategic Planning on November 14, 2013. Ms. Dragas and Mr. Gilliam abstained)

WHEREAS, in a letter dated September 3, 2012, the Board of Visitors charged the President “to undertake a strategic plan that will examine our very purpose and reason for being and then develop a roadmap for our future” that will “articulate strategic direction for the University as a whole;” and

WHEREAS, the President established and chaired a Steering Committee, formed seven Working Groups, involved more than 10,000 people including deans, vice presidents, faculty, staff, students, alumni, parents, donors, and community members, and refined the scores of ideas for consideration into five strategic pillars and possible strategic initiatives pursuant thereto; and

WHEREAS, according to the request made of the President in the September 3, 2012 letter, an outside higher education consultant was retained to conduct a comprehensive strategic institutional assessment of the University and the external environment in which it operates, and the findings of that assessment were incorporated into the five strategic pillars; and

WHEREAS, the Board of Visitors has participated in the planning process, including the year-long work of the co-chairs and members of the Special Committee on Strategic Planning and presentations to and dialogue with the full Board of Visitors at meetings during May–November 2013;

RESOLVED, the Board of Visitors commends the comprehensive and inclusive planning process undertaken by the Administration in
consultation with the Board of Visitors in developing the Cornerstone Plan and supports the five pillars of the Cornerstone Plan as providing the appropriate strategic direction for the University as follows:

The University has identified five pillars to serve as goals over the next five years.

1. Enrich and strengthen the University's distinctive residential culture

2. Strengthen the University's capacity to advance knowledge and serve the Commonwealth of Virginia, the nation, and the world through research, scholarship, creative arts, and innovation

3. Provide educational experiences that deliver new levels of student engagement

4. Assemble and support a distinguishing faculty

5. Steward the University's resources to promote academic excellence and affordable access; and

RESOLVED FURTHER, the Board of Visitors directs the administration to consider the financial needs of the Cornerstone Plan and to present to the Board of Visitors options and recommendations for strategic initiatives pursuant to the Cornerstone Plan as part of the University's annual budget process and to annually report to the Board the progress and results of the strategic plan.

APPROVAL TO ACQUIRE 480 GEORGE DEAN DRIVE, CHARLOTTESVILLE, VIRGINIA
(approved by the Finance Committee on November 15, 2013)

WHEREAS, the Board of Visitors finds it to be in the best interest of the University of Virginia to acquire that parcel or tract of land transferred to Department of Forestry from the Department of Conservation and Historic Resources in Deed Book 1040, page 341, containing approximately 13.37 acres of land, more or less, together with all improvements situated thereon, located at 480 George Dean Drive, Charlottesville, Virginia (the "Property"), on terms and conditions as authorized by the Chair of the Finance Committee of the Board of Visitors and the Executive Vice President and Chief Operating Officer of the University of Virginia;

RESOLVED, the Board of Visitors approves the acquisition of the Property on terms and conditions as authorized by the Chair of the Finance Committee of the Board of Visitors and the Executive Vice President and Chief Operating Officer of the University of Virginia; and

RESOLVED FURTHER, the Executive Vice President and Chief Operating Officer is authorized, on behalf of the University, to approve and execute purchase agreements and related documents, to
incur reasonable and customary expenses, and to take such other actions as deemed necessary and appropriate to consummate such property acquisition; 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 property acquisition, are in all respects approved, ratified, and confirmed.

APPROVAL OF AN AMENDMENT TO THE QUALIFIED GOVERNMENTAL EXCESS BENEFIT ARRANGEMENT PLAN FOR EMPLOYEES OF THE UNIVERSITY OF VIRGINIA
(approved by the Finance Committee on November 15, 2013)

RESOLVED, the Board of Visitors approves amending the Qualified Governmental Excess Benefit Arrangement Plan of the University of Virginia such that a participant may elect to receive a distribution of his/her Excess Benefit Account as either a lump sum, life annuity, joint and survivor annuity, or in equal installments over a period of five (5), ten (10), fifteen (15), or twenty (20) years.

APPROVAL OF POLICIES REGARDING PRIORITY REGISTRATION AND TRANSFER EVALUATION FOR MILITARY PERSONNEL
(approved by the Committee on The University of Virginia’s College at Wise on November 15, 2013)

WHEREAS, in 2012 the General Assembly passed legislation requiring colleges to have military friendly priority registration and course transfer policies; and

WHEREAS, The University of Virginia’s College at Wise has maintained such policies in its published catalog and has updated and reworded these policies to more closely align with the mandates; and

WHEREAS, the College’s provost, academic dean, and registrar have reviewed existing policies and confirmed that the College’s policies are in compliance with legislation;

RESOLVED, the priority registration and transfer evaluation policies for military personnel are approved as presented to the Board of Visitors.

APPROVAL OF THE ENVISIONING 2020 (E2020) STRATEGIC PLAN FOR THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE
(approved by the Committee on The University of Virginia’s College at Wise on November 15, 2013. See Attachment A for the E2020 Strategic Plan)

RESOLVED, the E2020 Strategic Plan is approved as presented.

APPROVAL OF THE AUDIT CHARTER
(approved by the Audit & Compliance Committee on November 15, 2013. See Attachment B for the Audit Charter)
RESOLVED, the attached Audit Charter, updated on November 15, 2013, is approved as recommended by the Audit and Compliance Committee.

(approved by the Audit & Compliance Committee on November 15, 2013)

RESOLVED, the Summary of Audit Findings for the period August 15, 2013 through September 30, 2013, as presented by the Chief Audit Executive, is approved as recommended by the Audit and Compliance Committee.

APPROVAL FOR MEDICAL CENTER PARTICIPATION IN AN OFF-CAMPUS DIALYSIS JOINT VENTURE
(approved by the Medical Center Operating Board on November 14, 2013 and by the Finance Committee on November 15, 2013)

WHEREAS, the Medical Center Operating Board and the Finance Committee find it to be in the best interests of the University of Virginia and its Medical Center for the Medical Center to establish and participate in a joint venture with Centra Health, Inc. or an affiliate for dialysis services to be provided in the Farmville and Lynchburg, Virginia service areas; and

WHEREAS, Section 23-77.3 of the Code of Virginia grants authority to the Medical Center to enter into joint ventures;

RESOLVED, the University, on behalf of the Medical Center, is authorized to enter into a joint venture with Centra Health, Inc. or an affiliate for dialysis services to be provided in the Farmville and Lynchburg, Virginia service areas, with the Medical Center’s ownership interest expected to be 51%; and

RESOLVED FURTHER, the Executive Vice President and Chief Operating Officer of the University, in consultation with the Vice President and Chief Executive Officer of the Medical Center and the Executive Vice President for Health Affairs, and with the approval of the Co-Chairs of the Medical Center Operating Board and the Chair of the Finance Committee, is authorized to negotiate the terms of such joint venture, including the execution of an operating agreement, contracts, and all other documents necessary for the creation and effectuation of the joint venture, on such terms as the Executive Vice President and Chief Operating Officer deems appropriate, and to take such other action as the Executive Vice President and Chief Operating Officer deems necessary and appropriate to consummate the foregoing.

2013-2014 SALARY FOR CHANCELLOR DONNA PRICE HENRY

RESOLVED, the Rector and Visitors of the University of Virginia approve the following 2013-2014 salary recommendation for the Chancellor of the University of Virginia’s College at Wise:

9316
Chancellor Donna Price Henry

<table>
<thead>
<tr>
<th></th>
<th>Actual as of 1/18/13</th>
<th>Proposed as of 7/01/13</th>
<th>Percent Increase</th>
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<tr>
<td>State Funded Portion</td>
<td>127,216</td>
<td>129,760</td>
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<tr>
<td>One-Time Bonus (5%)</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Total Salary, excluding local supplement</td>
<td>127,216</td>
<td>129,760</td>
<td>2.0%</td>
</tr>
<tr>
<td>Local supplement</td>
<td>102,784</td>
<td>104,840</td>
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<tr>
<td>One-Time Bonus (5%)</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total local supplement</td>
<td>102,784</td>
<td>104,840</td>
<td>2.0%</td>
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<tr>
<td>Total Salary</td>
<td>230,000</td>
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<tr>
<td>Total One-Time Bonus</td>
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NOTE:
"One-time bonus" category is included for reference only, and reflects amounts allowable by the Appropriations Act (up to 5%).

2013-2014 SALARY FOR PRESIDENT TERESA A. SULLIVAN

RESOLVED, the Rector and Visitors of the University of Virginia approve the following 2013-2014 salary recommendation for the President of the University of Virginia:

President Teresa A. Sullivan

<table>
<thead>
<tr>
<th></th>
<th>Actual as of 11/25/12</th>
<th>Proposed as of 7/01/13</th>
<th>Percent Increase</th>
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<tr>
<td>State Funded Portion</td>
<td>176,113</td>
<td>179,635</td>
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<tr>
<td>One-Time Bonus (5%)</td>
<td>-</td>
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<tr>
<td>Total Salary, excluding local supplement</td>
<td>176,113</td>
<td>179,635</td>
<td>2%</td>
</tr>
<tr>
<td>Local supplement</td>
<td>308,887</td>
<td>315,065</td>
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</tr>
<tr>
<td>One-Time Bonus (5%)</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total local supplement</td>
<td>308,887</td>
<td>315,065</td>
<td>2%</td>
</tr>
<tr>
<td>Total Salary</td>
<td>485,000</td>
<td>494,700</td>
<td>2%</td>
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<td>Deferred Compensation</td>
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</tr>
<tr>
<td>Total One-Time Bonus</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

NOTE:
"One-time bonus" category is included for reference only, and reflects amounts allowable by the Appropriations Act (up to 5%).

9317
FACULTY PERSONNEL ACTIONS

ELECTIONS

RESOLVED that the following persons are elected to the faculty:

Mr. Christopher F. G. Ali, as Assistant Professor of Media Studies, for four academic years, effective August 25, 2013, at an academic year salary of $69,000.

Dr. Brendan T. Bowman, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Dr. Andrew J. Buda, as Professor of Medicine, for three years, effective September 1, 2013, at an annual salary of $100,000.

Dr. Juliana M. Bueno, as Assistant Professor of Radiology, for two years, effective July 26, 2013, at an annual salary of $100,000.

Mr. Andre M. Cavalcante, as Assistant Professor of Media Studies and Women, Gender and Sexuality, for four academic years, effective August 25, 2013, at an academic year salary of $69,000.

Mr. Kurosh Darvish, as Visiting Associate Professor of Mechanical and Aerospace Engineering, for one academic year, effective August 25, 2013, at an academic year salary of $36,000.

Mr. David J. Feith, as Associate Professor of Research in Medicine for three years, effective September 1, 2013, at an annual salary of $129,000.

Mr. William A. Ferster, as Research Assistant Professor of Education, for three academic years, effective August 25, 2013, at an academic year salary of $44,400.

Ms. Amanda G. Flora, as Assistant Professor of Education, General Faculty, for one academic year, effective August 25, 2013, at an academic year salary of $58,000.

Dr. Jeanetta W. Frye, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Dr. Frank W. Gwathmey, as Assistant Professor of Orthopaedic Surgery, for three years, effective August 19, 2013, at an annual salary of $100,000.

Dr. William G. Harmon, as Associate Professor of Pediatrics, for three years, effective September 1, 2013, at an annual salary of $100,000.
Dr. Ziv Haskal, as Professor of Radiology, effective October 1, 2013, at an annual salary of $100,000.

Ms. Natasha Heny, as Assistant Professor of Education, General Faculty, for one academic year, effective August 25, 2013, at an academic year salary of $57,500.

Mr. Michael Hilinski, as Assistant Professor of Chemistry, for four academic years, effective August 25, 2013, at an academic year salary of $75,000.

Dr. Amber N. Inofuentes, as Assistant Professor of Medicine, for three years, effective September 1, 2013, at an annual salary of $100,000.

Ms. Patricia A. Jennings, as Associate Professor of Education, effective December 25, 2013, at an academic year salary of $74,000.

Dr. Robert M. Jones, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Mr. Dennis A. Kramer II, as Acting Assistant Professor of Education, General Faculty, for one year, effective August 1, 2013, at an annual salary of $78,000.

Mr. Jonathan M. Kropko, as Assistant Professor of Politics, for four academic years, effective August 25, 2013, at an academic year salary of $75,000.

Dr. Jenilee V. Lawrence, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Dr. Thomas P. Loughran Jr., as Professor of Medicine, effective August 15, 2013, at an annual salary of $473,400.

Dr. Elizabeth A. Lyons, as Assistant Professor of Medicine, for three years, effective September 9, 2013, at an annual salary of $100,000.

Ms. Stephanie L. Moore, as Assistant Professor of Education, General Faculty, for three academic years, effective August 25, 2013, at an academic year salary of $66,000.

Dr. Angie G. Nishio Lucar, as Assistant Professor of Medicine, for three years, effective July 25, 2013, at an annual salary of $100,000.

Mr. Kieran S. O'Connor, as Assistant Professor of Commerce, for three years, effective August 25, 2013, at an academic year salary of $155,000.
Ms. Eyleen J. O'Rourke, as Assistant Professor of Biology, for four academic years, effective August 25, 2013, at an academic year salary of $80,000.

Mr. Andrew S. Obus, as Assistant Professor of Mathematics, for four academic years, effective August 25, 2013, at an academic year salary of $76,000.

Mr. Aaron F. Pannone, as Assistant Professor of Public Health Sciences, for three years, effective August 25, 2013, at an annual salary of $80,000.

Dr. Jwalant R. Patel, as Assistant Professor of Medicine, for one year, effective August 15, 2013, at an annual salary of $100,000.

Dr. Craig A. Portell, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Dr. Erika E. Ramsdale, as Assistant Professor of Medicine, for three years, effective July 1, 2013, at an annual salary of $100,000.

Dr. Ashvini K. Reddy, as Assistant Professor of Ophthalmology, for three years, effective August 19, 2013, at an annual salary of $100,000.

Dr. Edwin I. Rosas, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Ms. Saonee Sarker, as Professor of Commerce, effective August 25, 2013, at an academic year salary of $185,000.

Mr. Suprateek Sarker, as Professor of Commerce, effective August 25, 2013, at an academic year salary of $190,000.

Mr. James E. Seitz, as Associate Professor of English, effective August 25, 2013, at an academic year salary of $90,000.

Ms. Jane Alison Shumate, as Professor of English, effective August 25, 2013, at an academic year salary of $112,000.

Dr. Kanwar Paul Singh, as Associate Professor of Medicine, effective August 1, 2013, at an annual salary of $100,000.

Mr. Adam Slez, as Assistant Professor of Sociology, for four academic years, effective August 25, 2013, at an academic year salary of $70,000.

Mr. Scott Sperling, as Assistant Professor of Neurology, for three years, effective August 1, 2013, at an annual salary of $85,000.

Dr. Jessica Tashjian, as Assistant Professor of Anesthesiology, for one year, effective July 25, 2013, at an annual salary of $100,000.
Mr. Matthew D. Trevett-Smith, as Assistant Professor, General Faculty, effective September 3, 2013, at an annual salary of $57,000.

Dr. Leonid Volodin, as Assistant Professor of Medicine, for three years, effective August 1, 2013, at an annual salary of $100,000.

Ms. Yuh-Hwa Wang, as Associate Professor of Biochemistry & Molecular Genetics, effective October 1, 2013, at an annual salary of $120,000.

Mr. Benjamin T. Webster, as Assistant Professor of Mathematics, for four academic years, effective August 25, 2013, at an academic year salary of $86,000.

Mr. Eli S. Williams, as Assistant Professor of Pathology, for three years, effective August 1, 2013, at an annual salary of $100,000.

Dr. Christine Zanghi, as Assistant Professor of Anesthesiology, for three years, effective September 1, 2013, at an annual salary of $100,000.

Dr. Victor M. Zaydfudim, as Assistant Professor of Surgery, for three years, effective August 1, 2013, at an annual salary of $100,000.

ACTIONS RELATING TO CHAIRHOLDERS

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

(a) Election of Chairholders

Mr. Ryan C. Crocker, as James R. Schlesinger Distinguished Professor at the White Burkett Miller Center of Public Affairs, from January 25, 2013 until December 24, 2013, at an annual salary of $101,200.

Dr. Leigh B. Grossman, as Medical Alumni Professor of Pediatrics, for five years, effective October 1, 2013. Dr. Grossman will continue as Professor of Pediatrics, without term.

Mr. William I. Hitchcock, as Randolph P. Compton Professor in the White Burkett Miller Center of Public Affairs, for three years, effective August 25, 2013. Mr. Hitchcock will continue as Professor of History, without term.

Mr. Paul W. Humphreys, as Commonwealth Professor of Philosophy, effective August 25, 2013, at an academic year salary of $143,000. Mr. Humphreys will continue as Professor of Philosophy, without term.
Dr. Thu H. Le, as Harrison Distinguished Teaching Associate Professor of Medicine, for five years, effective September 26, 2013. Dr. Le will continue as Associate Professor of Medicine, without term.

Dr. Thomas P. Loughran Jr., as F. Palmer Weber-Smithfield Foods Professor of Oncology Research, for five years, effective August 15, 2013. Dr. Loughran will continue as Professor of Medicine, without term.

Dr. Helmy M. Siragy, as Harrison Distinguished Teaching Professor of Medicine, for five years, effective September 25, 2013, at an annual salary of $206,300. Dr. Siragy will continue as Professor of Medicine, without term.

Mr. James A. Smith, as Henry L. Kinnier Professor of Civil Engineering, effective November 25, 2013, at an academic year salary of $156,500. Mr. Smith will continue as Professor of Civil and Environmental Engineering, without term.

Mr. Douglas R. Taylor, as Commonwealth Professor of Biology, effective August 25, 2012, at an academic year salary of $167,100. Mr. Taylor will continue as Professor of Biology, without term.

(b) Change of Title of Chairholders

Mr. James E. Burroughs, from Commerce Commonwealth Professor, to Rolls-Royce Commonwealth Professor of Commerce, effective September 25, 2013. Mr. Burroughs will continue as Professor of Commerce, without term.

Mr. Xiaodong Li, from Rolls-Royce Professor of Engineering, to Rolls-Royce Commonwealth Professor of Engineering, effective September 25, 2013, for five years. Mr. Li will continue as Professor of Mechanical and Aerospace Engineering, without term.

Mr. Eric Loth, from Rolls-Royce Professor of Engineering, to Rolls-Royce Commonwealth Professor of Engineering, effective September 25, 2013. Mr. Loth will continue as Professor of Mechanical and Aerospace Engineering, without term.

(c) Special Salary Action of Chairholders

Dr. Anita H. Clayton, David C. Wilson Professor of Psychiatry, effective August 1, 2013, at an annual salary of $200,000.

Dr. Paula M. Fracasso, Lawrence W. Penniston, M.D., Family Professor of Women's Oncology Research, effective October 8, 2012, at an annual salary of $253,800.

Mr. Charles A. Holt, A. Willis Robertson Professor of Political Economy, effective August 25, 2013, at an academic year salary of $234,000.
Dr. William A. Petri Jr., Wade Hampton Frost Professor of Epidemiology, effective July 25, 2013, at an annual salary of $314,600.

Mr. Timothy A. Salthouse, Brown-Forman Professor of Psychology, effective August 25, 2013, at an annual salary of $255,600.

(d) Retirement of Chairholder

Ms. Irena Lasiecka, Commonwealth Professor of Mathematics, effective August 24, 2013. Ms. Lasiecka has been a member of the faculty since September 1, 1987.

(e) Resignation of Chairholder

Dr. Bankole A. Johnson, Alumni Professor of Psychiatric Medicine, effective October 13, 2013, to accept another position.

SPECIAL SALARY ACTIONS

RESOLVED that the following persons shall receive the salary indicated:

Mr. Asher D. Biemann, Associate Professor of Religious Studies, effective August 25, 2013, at an academic year salary of $87,100.

Ms. Valerie C. Cooper, Associate Professor of Religious Studies, effective August 25, 2013, at an academic year salary of $85,000.

Mr. James F. Groves, Associate Professor, General Faculty, effective July 25, 2013, at an annual salary of $131,900.

Mr. Edward G. Lengel, Professor, General Faculty, effective September 25, 2013, at an annual salary of $125,000.

Ms. Joanne M. McNerney, Professor of Education, General Faculty, effective August 25, 2013, at an annual salary of $137,500.

Ms. Sabrina Nunez, Assistant Professor of Medical Education, effective July 25, 2013, at an annual salary of $85,000.

Ms. Vanessa L. Ochs, Professor of Religious Studies, General Faculty, effective August 25, 2013, at an academic year salary of $80,000.

Ms. Lisa A. Reilly, Associate Professor of Architectural History, effective August 25, 2013, at an academic year salary of $91,500.

Ms. Carol A. Spreen, Associate Professor of Education, effective September 25, 2013, at an academic year salary of $80,400.
Mr. Andrew M. Stauffer, Associate Professor of English, effective August 25, 2013, at an academic year salary of $120,000.

Mr. David Whitesell, Associate Librarian, General Faculty, Alderman Library, effective August 25, 2013, at an annual salary of $90,000.

Mr. Houston G. Wood III, Professor of Mechanical and Aerospace Engineering, effective August 25, 2013, at a salary of $147,900.

RESIGNATIONS

The President will announce the following resignations:

Mr. Bradford C. Bennett, Associate Professor of Research in Orthopaedic Surgery, effective September 3, 2013, to accept another position.

Mr. David F. Feldon, Associate Professor of Education, effective August 24, 2013, to accept another position.

Dr. Joseph P. Gjolaj, Assistant Professor of Orthopaedic Surgery, effective September 24, 2013, to accept another position.

Ms. Jennifer E. Hettema, Assistant Professor of Psychiatry and Neurobehavioral Sciences, effective August 29, 2013, to accept another position.

Mr. Feifang Hu, Professor of Statistics, effective August 24, 2013, to accept another position.

Dr. Yuan Liu, Assistant Professor of Research in Surgery, effective September 27, 2013, for personal reasons.

Mr. Martin J. Romeo, Assistant Professor of Medicine, effective August 31, 2013, for personal reasons.

Dr. Pamela A. Ross, Associate Professor of Clinical Emergency Medicine, effective October 1, 2013, for personal reasons.

Mr. Howard M. Singerman, Professor of Art, effective August 26, 2013, to accept another position.

Mr. John R. Sirard, Assistant Professor of Education, effective May 24, 2013, to accept another position.

Mr. Duane E. Thomas, Assistant Professor of Education, effective May 24, 2013, for personal reasons.

RETIREMENTS

The President will announce the following retirements:
Mr. Robert D. Abbott, Professor of Public Health Sciences, effective November 1, 2013. Mr. Abbott has been a member of the faculty since January 1, 1989.

Ms. Jamie L. Covell, Assistant Professor of Pathology, effective August 31, 2013. Ms. Covell has been a member of the faculty since August 27, 1973.

Mr. Roberto Triggiani, Professor of Mathematics, effective August 24, 2013. Mr. Triggiani has been a member of the faculty since September 1, 1987.

RE-APPOINTMENTS

The President will announce the following re-appointments:

Ms. Dorothy K. Fontaine, as Dean, School of Nursing, for five years, effective August 1, 2013.

Ms. Cynthia S. Fredrick, as Associate Vice President for Engagement & Annual Giving, for three years, effective September 1, 2013.

Mr. David J. Neuman, as Architect for the University of Virginia, for five years, effective November 13, 2013.

Mr. Wayne L. Smith, as Senior Managing Director, Principal Relationship Development, for two years, effective September 1, 2013.

Ms. Amy R. Spence, as Assistant to the Senior Vice President for University Advancement, for two years, effective September 1, 2013.

ELECTION OF PROFESSORS EMERITI

RESOLVED that the following persons are elected Professor Emeritus:

Mr. Robert D. Abbott, Professor of Public Health Sciences, effective November 2, 2013.


Mr. Roberto Triggiani, Professor of Mathematics, effective August 25, 2013.
DEATHS

The president will announce the following deaths:

Mr. Thomas E. Hutchinson, William Stansfield Calcott Professor Emeritus of Engineering and Applied Science, died September 2, 2013. Mr. Hutchinson was a member of the faculty from October 1, 1982 until his retirement on May 25, 2005.

Dr. Maurice H. Lipper, Professor Emeritus of Radiology, died November 10, 2013. Dr. Lipper was a member of the faculty from July 1, 1987 until his retirement on July 1, 2007.

Mr. Fred C. McCormick, Professor Emeritus of Civil Engineering, died October 23, 2013. Mr. Hutchinson was a member of the faculty from February 1, 1955 until his retirement on January 15, 1990.

UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE

ELECTIONS

RESOLVED that the following persons are elected to the faculty:

Mr. David F. Fernandez Diaz, as Assistant Professor of Spanish, The University of Virginia's College at Wise, for one academic year, effective August 25, 2013, at an academic year salary of $53,000.

Ms. Josephine J. Rodriguez, as Assistant Professor of Biology, The University of Virginia's College at Wise, for one academic year, effective August 25, 2013.

RESIGNATIONS

The President will announce the following resignations:

Ms. Leesia C. Marshall, Assistant Professor of Biology, The University of Virginia's College at Wise, effective August 24, 2013, for personal reasons.

Mr. David P. Volk, Associate Professor of Music, The University of Virginia's College at Wise, effective August 24, 2013, for personal reasons.

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Ms. Sullivan stated she intended to give her salary increase to the Young Alumni Council to match funds raised for AccessUVA through the TueHoosDay initiative, which will take place on December 3. Ms. Cryor DiNardo said she would send the Board information on the matching initiative, which she was supporting as well. Ms. Cryor DiNardo encouraged the other members to contribute.
On motion, the meeting of the Board of Visitors was adjourned at 5:30 p.m.

Respectfully submitted,

Susan G. Harris
Secretary

SGH:ddr
These minutes have been posted to the University of Virginia’s Board of Visitors website.
http://www.virginia.edu/bov/publicminutes.html
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 14, 2013

Resolutions approved by the Buildings and Grounds Committee and reported to the full Board.

APPROVAL OF ARCHITECT/ENGINEER SELECTION, EMERGENCY DEPARTMENT, OPERATING ROOM, AND INPATIENT BED EXPANSION

RESOLVED, Perkins + Will of Washington, DC is approved for performance of architectural services for the Emergency Department, Operating Room, and Inpatient Bed Expansion project.

SCHEMATIC DESIGN APPROVAL FOR EDUCATION RESOURCE CENTER

RESOLVED, the schematic design for the Education Resource Center, dated November 14, 2013, prepared by CO Architects, in conjunction with the Architect for the University and others, is approved for further development and construction.

SCHEMATIC DESIGN APPROVAL FOR THE FACILITIES MANAGEMENT OFFICE AND SHOP SUPPORT BUILDING

RESOLVED, the schematic design for the Facilities Management Office and Shop Support Building, dated November 14, 2013, prepared by Bowey Gridley Architects, in collaboration with the Architect for the University and Facilities Management, is approved for further development and construction.

SCHEMATIC DESIGN APPROVAL FOR THE NEWCOMB ROAD CHILLER PLANT

RESOLVED, the schematic design for the Newcomb Road Chiller Plant, dated November 14, 2013, prepared by Affiliated Engineering Incorporated in association with Glave Holmes Architects, in collaboration with the Architect for the University and Facilities Management, is approved for further development and construction.

MEDICAL CENTER OPERATING BOARD – NOVEMBER 14, 2013

Resolutions approved by the Medical Center Operating Board and reported to the full Board.

APPROVAL OF UNIVERSITY OF VIRGINIA TRANSITIONAL CARE HOSPITAL QUALITY PLAN AND INFECTION CONTROL AND PREVENTION PLAN

RESOLVED, the Medical Center Operating Board approves the fiscal year 2014-2016 Quality Improvement and Patient Safety Plan for the University of Virginia Transitional Care Hospital as approved by the
RESOLVED FURTHER, the Medical Center Operating Board approves the fiscal year 2014 Infection Control and Prevention Plan for the University of Virginia Transitional Care Hospital as approved by the Transitional Care Hospital Clinical Staff Executive Committee on September 25, 2013.

CREDENTIALING AND RECredentialing ACTIONS – TRANSITIONAL CARE HOSPITAL - APPROVED OCTOBER 23, 2013

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, 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:

Allen, John C., M.D., Physician in the Department of Medicine; Moonlighting Staff Status; Period of Appointment: September 20, 2013, through July 30, 2014; Privileged in Medicine.

Buda, Andrew J., M.D., Cardiologist in the Department of Medicine; Consulting Staff Status; Period of Appointment: September 18, 2013, through September 4, 2014; Privileged in Medicine.

Chaplin, Ashley, M.D., Physician in the Department of Medicine; Moonlighting Staff Status; Period of Appointment: September 18, 2013, through July 31, 2014; Privileged in Medicine.

Chaudhary, Jyoti, M.B.B.S., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 17, 2013, through October 13, 2014; Privileged in Medicine.

Gomez, Justin, M.D., Physician in the Department of Medicine; Moonlighting Staff Status; Period of Appointment: September 20, 2013, through July 30, 2014; Privileged in Medicine.

Haskal, Ziv J., M.D., Radiologist in the Department of Medicine; Consulting Staff Status; Period of Appointment: October 3, 2013, through September 30, 2014; Privileged in Radiology and Medical Imaging.

Inofuentes, Amber, M.D., Hospitalist in the Department of Medicine; Attending Staff Status; Period of Appointment: September 12, 2013, through August 31, 2014; Privileged in Medicine.
McManus, Kathleen, M.D., Physician in the Department of Medicine; Moonlighting Staff Status; Period of Appointment: September 20, 2013, through July 30, 2014; Privileged in Medicine.

Maluf, Daniel, M.D., Surgeon in the Department of Surgery; Consulting Staff Status; Period of Appointment: October 9, 2013, through October 8, 2014; Privileged in Surgery.

Mealor, Augustus, M.D., Physician in the Department of Medicine; Moonlighting Staff Status; Period of Appointment: September 20, 2013, through August 31, 2014; Privileged in Medicine.

Reddy, Ashvini, M.D., Ophthalmologist in the Department of Ophthalmology; Consulting Staff Status; Period of Appointment: September 13, 2013, through August 28, 2014; Privileged in Ophthalmology.

Rubin, Amy S., M.D., Physician in the Department of Medicine; Moonlighting Staff Status; Period of Appointment: October 2, 2013, through July 31, 2014; Privileged in Medicine.

Shaw, Andrew, M.D., Physician in the Department of Medicine; Moonlighter Staff Status; Period of Appointment: September 20, 2013, through July 30, 2014; Privileged in Medicine.

Steers, William, M.D., Urologist in the Department of Urology; Consulting Staff Status; Period of Appointment: October 18, 2013, through October 17, 2014; Privileged in Urology.

Volodin, Leonid, M.D., Hematologist Oncologist in the Department of Medicine; Consulting Staff Status; Period of Appointment: September 25, 2013, through September 2, 2014; Privileged in Medicine.

2. REAPPOINTMENTS TO THE CLINICAL STAFF

RESOLVED, 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:

Dokun, Ayotunde, M.D., Endocrinologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: November 14, 2013, through June 30, 2014; Privileged in Medicine.

Gupta, Anuja, M.B.B.S., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Consulting Staff Status; Period of Reappointment: November 1, 2013, through October 31, 2014; Privileged in Obstetrics and Gynecology.

Hays, Rachel, M.D., Gastroenterologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: November 1, 2013, through November 3, 2013; Privileged in Medicine.
Mann, James A., M.D., Gastroenterologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: November 1, 2013, through October 31, 2015; Privileged in Medicine.

Southerland, Andrew, M.D., Neurologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: November 30, 2013, through June 30, 2014; Privileged in Neurology.

Vranic, Gayle, M.D., Nephrologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: November 30, 2013, through June 30, 2014; Privileged in Medicine.

Warren, Cirle A., M.D., Epidemiologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: November 25, 2013, through November 24, 2014; Privileged in Medicine.

Wilder, Robert P., M.D., Physiatrist in the Department of Physical Medicine and Rehabilitation; Consulting Staff Status; Period of Reappointment: November 16, 2013, through November 15, 2013; Privileged in Physical Medicine and Rehabilitation.

Yang, Zequan, M.D., Surgeon in the Department of Medicine; Consulting Staff Status; Period of Reappointment: December 20, 2013, through July 1, 2014; Privileged in Surgery.

3. STATUS CHANGES FOR CLINICAL STAFF

RESOLVED, the recommendations of the Clinical Staff Executive Committee for the status change in privileges to the following Clinical Staff Member are approved:

Hayes, John, M.B.B.S., Nephrologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: October 8, 2013, through October 7, 2014; Privileged in Medicine.

Isbell, James M., M.D., Surgeon in the Department of Surgery; Consulting Staff Status; Date of Title Change: July 1, 2013, through May 8, 2014; Privileged in Surgery.

Leslie, Catherine, M.D., Psychiatrist in the Department of Psychiatry and Neurobehavioral Sciences; Consulting Staff Status; Period of Reappointment: November 25, 2013, through November 24, 2014; Privileged in Psychiatry and Neurobehavioral Sciences.

Purow, Benjamin W., M.D., Neurologist in the Department of Neurology; Consulting Staff Status; Period of Reappointment: November 1, 2013, through October 31, 2015; Privileged in Neurology.

Rosner, Mitchell H., M.D., Nephrologist in the Department of Medicine; Consulting Staff Status; Period of Reappointment: August 1, 2013, through August 1, 2015; Privileged in Medicine.
4. RESIGNATIONS OF CLINICAL STAFF

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

Hu, Daniel C., M.D., Nephrologist in the Department of Medicine; Effective Date of Resignation September 1, 2013.

Johns, Dearing W., M.D., Cardiologist in the Department of Medicine; Effective Date of Resignation October 5, 2013.

CREDENTIALING AND RECREREDENTIALING ACTIONS – MEDICAL CENTER – APPROVED OCTOBER 15, 2013

1. NEW APPOINTMENTS TO THE CLINICAL STAFF

RESOLVED, 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:

Allen, John C., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: September 18, 2013, through June 30, 2014; Privileged in Medicine.

Bose, Subhasish, M.B.B.S., Nephrologist in the Department of Medicine (Lynchburg); Consulting Staff Status; Period of Appointment: October 2, 2013, through October 1, 2014; Privileged in Medicine.

Golub, Mark D., M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: January 1, 2014, through December 31, 2014; Privileged in Radiology and Medical Imaging.

Harmon, William G., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: September 12, 2013, through September 11, 2014; Privileged in Pediatrics.

Haskal, Ziv J., M.D., Radiologist in the Department of Radiology and Medical Imaging; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2014; Privileged in Radiology and Medical Imaging.

Marcus-Potter, Jamila B., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: September 25, 2013, through September 24, 2014; Privileged in Pediatrics.
Patel, Aarat, M.D., Pediatrician in the Department of Pediatrics; Consulting Staff Status; Period of Appointment: October 8, 2013, through October 7, 2014; Privileged in Pediatrics.

Rahma, Osama E., M.B.B.S., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 7, 2013, through October 6, 2014; Privileged in Medicine.

Shirley, Debbie-Ann T., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: October 1, 2013, through September 30, 2014; Privileged in Pediatrics.

2. REAPPOINTMENTS TO THE CLINICAL STAFF

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

Bender, Scott D., Ph.D., Psychologist in the Department of Psychiatry and Neurobehavioral Sciences; Attending Staff Status; Period of Appointment: November 15, 2013, through November 14, 2015; Privileged in Psychology.

Chastain, Dania, Ph.D., Psychologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: October 25, 2013, through October 24, 2015; Privileged in Psychology.

Druzgal, Colleen H., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: November 1, 2013, through October 31, 2015; Privileged in Pediatrics.

Ehtesham, Asad, M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Appointment: November 1, 2013, through October 31, 2015; Privileged in Medicine.

Gupta, Anuja, M.B.B.S., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Appointment: November 1, 2013, through October 31, 2014; Privileged in Obstetrics and Gynecology.

Hays, Rachel, M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; Period of Appointment: November 4, 2013, through November 3, 2015; Privileged in Medicine.

Kellams, Ann L., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: November 6, 2013, through November 5, 2015; Privileged in Pediatrics.

L'Ecuyer, Thomas J., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Period of Appointment: November 15, 2013, through November 15, 2014; Privileged in Pediatrics.
Lockridge, Robert S., M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Appointment: October 27, 2013, through October 26, 2015; Privileged in Medicine.

Lopez, Grace, M.D., Anesthesiologist in the Department of Anesthesiology; Attending Staff Status; Period of Appointment: November 9, 2013, through November 8, 2015; Privileged in Anesthesiology.

Mann, James A., M.D., Gastroenterologist in the Department of Medicine; Attending Staff Status; Period of Appointment: November 1, 2013, through October 31, 2015; Privileged in Medicine.

Newbrough, Mark A., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: November 9, 2013, through November 8, 2015; Privileged in Medicine.

Purow, Benjamin W., M.D., Neurologist in the Department of Neurology; Attending Staff Status; Period of Appointment: November 1, 2013, through October 31, 2015; Privileged in Neurology.

Thornsvard, Charles T., M.D., Physician in the Department of Medicine; Attending Staff Status; Period of Appointment: November 1, 2013, through October 31, 2014; Privileged in Medicine.

Vranic, Gayle M., M.D., Nephrologist in the Department of Medicine; Attending Staff Status; Period of Appointment: November 21, 2013, through November 20, 2015; Privileged in Medicine.

Weiss, Geoffrey R., M.D., Hematologist Oncologist in the Department of Medicine; Attending Staff Status; Period of Appointment: November 11, 2013, through November 10, 2015; Privileged in Medicine.

Wilson, Carolyn S., M.D., Obstetrician and Gynecologist in the Department of Obstetrics and Gynecology; Attending Staff Status; Period of Appointment: November 5, 2013, through November 4, 2014; Privileged in Obstetrics and Gynecology.

Zaghloul, Kareem A., M.D., Neurosurgeon in the Department of Neurosurgery; Administrative Staff Status; Period of Appointment: November 1, 2013, through October 31, 2014; Privileged in Neurosurgery.

3. STATUS CHANGES TO CLINICAL STAFF

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

Asthagiri, Ashok R., M.D., Neurosurgeon in the Department of Neurosurgery; Attending Staff Status; Date Change effective November 1, 2013 through June 30, 2014; Privileged in Neurosurgery.
Isbell, James M., M.D., Surgeon in the Department of Surgery; Attending Staff Status; Title Change effective July 1, 2013 through May 8, 2014; Privileged in Surgery.

Middleton, Jeremy P., M.D., Pediatrician in the Department of Family Medicine; Attending Staff Status; Date Change effective July 5, 2013 through June 30, 2014; Privileged in Pediatrics.

Payne, Nancy J., M.D., Pediatrician in the Department of Pediatrics; Attending Staff Status; Date Change effective October 28, 2013 through October 27, 2014; Privileged in Pediatrics.

Statuta, Siobhan M., M.D., Physician in the Department of Family Medicine; Attending Staff Status; Date Change effective September 2, 2013 through September 1, 2015; Privileged in Family Medicine.

4. NEW PROCEDURAL PRIVILEGES TO CLINICAL STAFF

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

Jaffe, Michael, M.D., Neurologist in the Department of Neurology; Attending Staff Status; New Procedural Privileges for Botox A Procedure For Chronic Migraine Headache Management; Privileges effective October 11, 2013 – July 10, 2014; Privileged in Neurology.


5. 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:

Al-Osaimi, Abdullah M., M.B.B.S., Gastroenterologist in the Department of Medicine; Effective Date of Resignation: September 14, 2013.

Campa, Justiniano, M.D., Neurologist in the Department of Neurology; Effective Date of Resignation: October 4, 2013.

Gjolaj, Joseph P., M.D., Orthopedic Surgeon in the Department of Orthopedic Surgery; Effective Date of Resignation: September 24, 2013.

Hu, Daniel C., M.D., Nephrologist in the Department of Medicine; Effective Date of Resignation: September 1, 2013.
Johns, Dearing W., M.D., Cardiologist in the Department of Medicine; Effective Date of Resignation: October 5, 2013.

Lewis, Sarah H., D.O., Physician in the Department of Family Medicine; Effective Date of Resignation: September 14, 2013.

Robinson, Elizabeth A., M.D., Pediatrician in the Department of Pediatrics; Effective Date of Resignation: September 30, 2013.

Ross, Pamela A., M.D., Physician in the Department of Emergency Medicine; Effective Date of Resignation: October 1, 2013.

Varhabhatla, Narayana, M.D., Anesthesiologist in the Department of Anesthesiology; Effective Date of Resignation: September 13, 2013.

6. 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:

Aloul, Hania, R.N., N.P., Acute Care Nurse Practitioner in Stem Cell; Period of Privileging: September 26, 2013 through September 25, 2014; Privileged as an Acute Care Nurse Practitioner.

Collins, Tami, R.N., N.P., Acute Care Nurse Practitioner in the Heart Center; Period of Privileging: September 26, 2013 through September 25, 2014; Privileged as an Acute Care Nurse Practitioner.

Colliton, Mary K., R.N., N.P., Neonatal Nurse Practitioner in the NICU; Period of Privileging: September 12, 2013 through September 11, 2014; Privileged as a Neonatal Nurse Practitioner.


Strong, Aimee., R.N., N.P., Acute Care Nurse Practitioner in the Cancer Center; Period of Privileging: September 4, 2013 through September 3, 2014; Privileged as an Acute Care Nurse Practitioner.

7. 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:

Carmel, Rebekah, R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: November 30, 2013 through November 29, 2015; Privileged as a Certified Nurse Anesthetist.
Compton, Rebekah D., R.N., N.P., Family Nurse Practitioner in the Department of Family Medicine; Period of Privileging: November 27, 2013 through November 26, 2015; Privileged as a Family Nurse Practitioner.


Good, Elizabeth, R.N., N.P., Acute Care Nurse Practitioner in the Department of Surgery; Period of Privileging: November 15, 2013 through November 14, 2015; Privileged as an Acute Care Nurse Practitioner.

Lally, L. Hope., R.N., N.P., Acute Care Nurse Practitioner in Transplant; Period of Privileging: November 12, 2013 through November 11, 2015; Privileged as an Acute Care Nurse Practitioner.

Lindsay, Raymond J., R.N., N.P., Certified Nurse Anesthetist in the Operating Room; Period of Privileging: November 21, 2013 through November 20, 2015; Privileged as a Certified Nurse Anesthetist.

Passerini, Heather, R.N., N.P., Acute Care Nurse Practitioner in the STBICU; Period of Privileging: November 19, 2013 through October 18, 2015; Privileged as an Acute Care Nurse Practitioner.

Strider, David V., R.N., N.P., Acute Care Nurse Practitioner in TCV Surgery; Period of Privileging: November 13, 2013 through November 12, 2015; Privileged as an Acute Care Nurse Practitioner.

Szabo, Thomas A., P.A., Physician Assistant in the Department of Neurosurgery; Period of Privileging: November 1, 2013 through October 31, 2015; Privileged as a Physician Assistant.


Yoder, Jonathan D., R.N., N.P., Family Nurse Practitioner at Page Dialysis; Period of Privileging: November 1, 2013 through October 31, 2015; Privileged as a Family Nurse Practitioner.

8. STATUS CHANGES TO ALLIED HEALTH PROFESSIONAL

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

Foster, Dawn, R.N., N.P., Acute Care Nurse Practitioner in the STBICU. Date Change effective May 13, 2013, through May 12, 2014; Privileged as an Acute Care Nurse Practitioner.


9. NEW PROCEDURAL PRIVILEGES TO ALLIED HEALTH PROFESSIONALS

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


10. 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:

Holmes, Jill, R.N., N.P., Family Nurse Practitioner in Pulmonary Critical Care; Effective Date of Resignation: August 9, 2013.


Salaway, Courtney C., R.N., N.P., Family Nurse Practitioner in Infectious Diseases; Effective Date of Resignation: September 4, 2013.


Zeller-Hahn, Ambi G., R.N., N.P., Acute Care Nurse Practitioner on 5 Central; Effective Date of Resignation: September 13, 2013.
ENVISIONING 2020

The University of Virginia’s College at Wise
Envisioning 2020 is our vision for the future of The University of Virginia’s College at Wise, a public liberal arts college dedicated to student success, outreach and service. And it is our roadmap.

In the last decade, UVa-Wise has matured and grown. Our College has been steadfast in its service to Southwest Virginians, while our reputation and the success of our alumni are now drawing more students from throughout Virginia, the nation and the world. UVa-Wise students learn and live in many new facilities, such as the Gilliam Center for the Arts, the Hunter J. Smith Dining Commons, and the David J. Prior Convocation Center, and our campus continues to grow, with a six-story library and health and wellness center under construction. Our software engineering, computer science, education and nursing programs are nationally accredited, while our programs in the arts and sciences are also producing graduates who are ready for the workplace, the military or further graduate study at distinguished universities. And, the Highland Cavaliers have successfully progressed to year two of a three-year process to become full members of NCAA Division II.

And yet, we are not content. Our students, faculty, staff, alumni, boards, donors and friends believe, as I do, that UVa-Wise is primed for its next evolution. We know that we have the will and the capacity to enhance and expand our academic programs, outreach and service, while providing students greater access and the essential components for success.

Let’s get started!

Donna P. Henry
November 2013
OUR COMMITMENT |

The University of Virginia’s College at Wise dedicates itself to achieving national recognition as an outstanding liberal arts college distinguished by its accessibility to all citizens. The focus of the 2020 strategic plan is a two-fold commitment: to build excellence upon its traditional liberal arts foundation; and to keep the cost of attendance affordable for working families.

The College understands an effective liberal arts education as grounded in a broad curriculum in the arts, humanities and sciences. Liberal arts students are not trained simply for a specific job. Rather, the breadth of their studies cultivates a sophisticated, interdisciplinary understanding of the world; a capacity for higher level reasoning; and the habits of intellectual humility and curiosity. Such a broad and encompassing course of study equips students for the wide range of employment, leadership, and advanced educational opportunities of today’s world. More importantly, the liberal arts provide a foundation for the development of citizenship in a democratic society, offering students opportunities to serve and contribute to their communities and the wider world. The Envisioning 2020 strategic plan affirms the vital importance of the liberal arts in the College’s mission. It focuses on cultivating excellence in the context of a robust undergraduate liberal arts and sciences education. The College will achieve this by investing in personalized instruction that is both challenging and engaging; expanding opportunities for undergraduate research and interdisciplinary and international study; invigorating faculty scholarship; seeking external recognition of academic quality through appropriate disciplinary accreditations; and increasing rates of student success.

UVa-Wise is committed to improving the quality of life and economic vitality of Southwest Virginia and beyond and to engaging its faculty, staff, students, alumni and friends in service and outreach.
GOAL 1 | PURSUE AND ACHIEVE ACADEMIC EXCELLENCE AS A PUBLIC LIBERAL ARTS INSTITUTION.

A: Curriculum

Strategy 1| Integrate the curricular, co-curricular and extra-curricular programs to more explicitly fulfill the College’s mission and liberal arts philosophy by:
   a. Increasing expectations for students to engage in rigorous communications experiences across the curriculum;
   b. Enhancing the general education curriculum through specialized non-major courses that emphasize citizenship and higher-level inquiries of the disciplines;
   c. Developing more inter-disciplinary coursework for the core;
   d. Revising courses, components within courses and the Freshman Seminar, as well as the co-curricular and extra-curricular equivalents, to engage students in the intellectual foundations of citizenship and real world applications of the social contract and honor code;
   e. Launching an ongoing program of debate and discussion between faculty, staff students, and alumni on current events and issues of local and national import; and

Strategy 2| Grow from the inside out: invest resources in the College’s curricular foundations, strengthening existing programs to improve educational outcomes (e.g. nationally-recognized program accreditation).

Strategy 3| Accelerate the development of experiential learning opportunities including international study, academic engagement, undergraduate research and student internships and highlight experiential learning as foundational to a UVA-Wise education by:
   a. Increasing endowed funds for experiential learning opportunities, faculty mentorships, and for student presentations and conferences;
   b. Advancing faculty international exchanges, interdepartmental experiential learning opportunities, and faculty-created short-term trips;
   c. Ensuring that experiential learning opportunities are embedded in the various curricula of the majors and the general education core; and
   d. Providing appropriate financial support for purchasing supplies, and for purchase, maintenance and repair of equipment to support experiential learning in areas such as the arts and the sciences.

Strategy 4| Enhance STEM-H (Science, Technology, Engineering, Mathematics and Health) programs within a liberal arts framework and increase the number of degrees by:
   a. Improving articulation agreements with community college feeder institutions;
   b. Marketing the STEM-H programs to a wider audience and creating on-campus experiences for prospective and admitted STEM-H students;
c. Engaging in more STEM-H outreach to K-12 students and teachers through the academic
disciplines and the Center for Teaching Excellence;
d. Developing a one-year residential STEM Early College Academy for high-achieving high
school seniors, with no direct cost to the student;
e. Sharing resources with the University of Virginia where appropriate;
f. Targeting financial aid for students interested in STEM-H fields;
g. Instituting an on-line Bachelor of Science in Nursing cohort completer program; and
h. Investigating the feasibility of developing collaborative masters level programs in STEM-
H disciplines.

Strategy 5| Raise academic and community standards across the curricular and co-
curricular programs by building consensus among faculty and staff on the scope
and rigor of those standards and by developing administrative support structures
and communication processes that promote adherence.

Strategy 6| Examine Southwest Virginia’s economic and community assets and
needs and calibrate the College’s academic offerings to complement future growth
opportunities.

B: Faculty

Strategy 1| Recruit and retain an excellent and diverse teaching faculty by offering
competitive salaries and support packages and building capacity in the College, and
alliances within the region, to employ trailing partners/spouses and become a “first
choice” institution.

Strategy 2| Develop and retain teaching faculty by:
   a. Improving orientation to the College’s public, liberal
      arts mission and culture;
b. Providing peer mentorships and transitioning support;
c. Increasing library and instructional resources for the
disciplines;
d. Valuing long-term, committed faculty members by
   offering competitive compensation;
e. Creating educational enhancement opportunities for
   the children of faculty;
f. Supporting scholarly research and creative works;
g. Providing abundant professional development
   opportunities to support continued excellence in the
   classroom; and
h. Providing start up funds as appropriate.
GOAL 2 | BUILD A WELL-QUALIFIED, ACADEMICALLY MOTIVATED, DIVERSE STUDENT BODY THAT ACHIEVES TIMELY GRADUATION.

Strategy 1| Increase enrollment to 2,600 headcount and 1,910 full-time students to create a more robust community for learning and living, while enhancing the College’s strengths of small class sizes, close faculty/staff/student interaction, and sense of place.

Strategy 2| Set tuition and fee increases to maximize student access and facilitate institutional vitality, while providing excellent financial assistance to maintain the college’s commitment to graduate students with low debt incurrence.

Strategy 3| Demonstrate strong and sustainable gains in retention and graduation rates by:
   a. Predicting, identifying and supporting at-risk students in all settings through the development and implementation of an Early Alert program;
   b. Helping students transition to the expectations of collegiate education and to understand the liberal arts philosophy;
   c. Improving academic advising through committed student-faculty partnerships for educational planning;
   d. Increasing supplemental instruction for freshmen in targeted entry-year courses and individual and group tutoring for all students; and
   e. Expanding Summer College through the adoption of an earlier registration schedule, planning a course array that encourages students’ progression; and providing financial support that doesn’t jeopardize students’ need-based aid.

Strategy 4| Recruit students with diverse aptitudes, interests, and cultural and ethnic backgrounds who demonstrate academic promise by generating and directing scholarship monies to increase the number of students in under-represented majors and by supporting faculty and alumni to participate purposefully and appropriately in student recruitment.
   a. Develop a predictive model to improve student success and retention;
   b. Expand opportunities for students in the Commonwealth of Virginia by collaborating with the University of Virginia; and
   c. Design and launch a new College website.
Envisioning 2020

Strategy 5 | Seek balance and excellence in the experience of UVa-Wise scholar athletes by helping them pursue their educational goals, develop leadership skills, and engage in service through athletic participation.

GOAL 3 | ENHANCE AND EXPAND MEANINGFUL OUTREACH AND SERVICE TO THE COMMUNITY, REGION AND NATION.

Strategy 1 | Deepen the College’s commitment to health, wellness, education, and environmental and economic development issues by:

a. Facilitating faculty, staff and students to serve the community and region in measurable ways;

b. Partnering with school divisions to become the provider of choice for K-12 professional development by increasing the number and variety of programs offered by the Center for Teaching Excellence;

c. Creating programming and services for the Winston Ely Health and Wellness Center and extending those to the surrounding community; and

d. Strengthen the Appalachian Prosperity Project with U.Va. and dozens of regional partners and further develop its work in education (Appalachians Building Capacity), health (Healthy Appalachia Institute) and economic development (Appalachian Ventures.)

e. Enhance environmental outreach programs such as River Walk, the Appalachian Regional Reforestation Initiative, and sponsored gardens.

f. Leverage the successes of the Office of Economic Development to expand training, educational offerings, community-based asset development and entrepreneurship.

Strategy 2 | Become a successful member of NCAA Division II by 2015 and continue to expand opportunities for female athletes.

Strategy 3 | Create and execute a strategic communication and marketing plan with input from the campus community that conveys the College’s mission and unique identity as a high quality public, liberal arts college and elevates its stature and visibility by continuing to refine, integrate and promote the College’s brand by:

a. Highlighting program outcomes and faculty, staff, student and alumni accomplishments;

b. Investing in digital communications;

c. Expanding into new media markets and placements; and

d. Identifying and communicating more skillfully with target groups.
Strategic 4: Position the College and the Town of Wise as a regional hub by marketing the David J. Prior Convocation Center, the visual and performing arts and NCAA Division II intercollegiate athletics and by partnering with the Town of Wise to incentivize new, college-oriented businesses and to grow existing businesses.

Strategic 5: Forge the lifelong connection, involvement and support of UVa-Wise alumni through the collaborative work of the Alumni Association and the Office of Development and College Relations by sponsoring events and activities each year, and throughout the year, including Alumni Club gatherings, prospective student and admission outreach, lectures, cultural enrichment trips, social and networking opportunities and volunteer service opportunities.

GOAL 4 | CREATE AND MAINTAIN THE RESOURCES TO THRIVE AS A PUBLIC LIBERAL ARTS INSTITUTION DEDICATED TO EXCELLENCE.

Strategy 1: Develop funding models for long-term growth that ensure the viability of the College's curricular foundations, meets the expectations of Virginia's funding priorities, explores alternate sources of revenue, and supports the implementation of the E2020 plan.

Strategy 2: Strengthen the endowment to provide vitality and stability for all college services and functions, both academic and operational, especially experiential learning, laboratories, academic and need-based scholarships, endowed professorships and intercollegiate athletics.

Strategy 3: Optimize utilization of campus facilities.

Strategy 4: Create a culture of excellence and achievement among College employees and invest in, recognize and promote those who assist in fulfilling its mission.
APPENDICES |

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A timeline of the implementation of E2020 strategies.

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A list of the Envisioning 2020 committee members.
APPENDIX A | MEASURES AND TARGET

Comparative Metrics with Council of Public Liberal Arts Colleges

<table>
<thead>
<tr>
<th>MEASURE (percentile ranking)</th>
<th>Baseline FY2012</th>
<th>Target FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-year graduation rate, all students</td>
<td>0.24</td>
<td>0.50</td>
</tr>
<tr>
<td>First-time, full-time (FT) freshmen retention, all students</td>
<td>0.23</td>
<td>0.50</td>
</tr>
<tr>
<td>Average salary equated to 9-month contracts of FT faculty, overall and by rank and discipline</td>
<td>0.21</td>
<td>0.62</td>
</tr>
<tr>
<td>Total endowment</td>
<td>1.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

*Used COPLAC comparisons for rank, discipline, and years of experience (27 COPLAC member institutions)

Metrics and Targets by Goal

GOAL I: PURSUE AND ACHIEVE ACADEMIC EXCELLENCE AS A PUBLIC LIBERAL ARTS INSTITUTION.

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Baseline FY2012</th>
<th>Target FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td># of degrees, all students (Institutional Performance Standards (IPS); Tops Jobs in the 21st Century (TJ21))</td>
<td>279</td>
<td>310</td>
</tr>
<tr>
<td># of science, technology, engineering, math, and health related (STEM-H) degrees, all students (IPS, TJ21)</td>
<td>49</td>
<td>80</td>
</tr>
<tr>
<td>First-time, full-time freshmen retention (IPS, TJ21)</td>
<td>70%</td>
<td>80%</td>
</tr>
<tr>
<td>% of freshmen classes taught by full time faculty</td>
<td>73%</td>
<td>85%</td>
</tr>
<tr>
<td>Experiential learning</td>
<td>Measure(s) under development</td>
<td></td>
</tr>
<tr>
<td>Graduates employed full-time or enrolled at higher level institution within the state (5 consecutive years of graduates ending in 2009-10)</td>
<td>56% (as compared to 50% for all institutions across the state)</td>
<td>60%</td>
</tr>
<tr>
<td># of accredited academic programs</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Center for Teaching Excellence fall headcount (HC) and full time equivalent (FTE)</td>
<td>Total HC = 425</td>
<td>Total HC = 600</td>
</tr>
<tr>
<td>Questions on National Survey on Student Engagement (NSSE) survey re written and oral communication</td>
<td>Total FTE = 95</td>
<td>Total FTE = 140</td>
</tr>
<tr>
<td>♦ Percent of seniors who have written 4+ papers from 5-19 pages within the last 12 months</td>
<td>42%</td>
<td>66%</td>
</tr>
</tbody>
</table>

Appendix A: Metrics and Targets
GOAL II: BUILD A WELL-QUALIFIED, ACADEMICALLY MOTIVATED DIVERSE STUDENT BODY THAT ACHIEVES TIMELY GRADUATION.

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Baseline FY2012</th>
<th>Target FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enrollment (IPS, TJ21)</strong></td>
<td>Total HC = 2,087</td>
<td>Total HC = 2,600</td>
</tr>
<tr>
<td>▶ Fall Headcount, All Students</td>
<td>FT HC = 1,518</td>
<td>FT HC = 1,910</td>
</tr>
<tr>
<td>▶ Fall Full-time Students</td>
<td>PT HC = 549</td>
<td>PT HC = 680</td>
</tr>
<tr>
<td>▶ Fall Part-time Students</td>
<td>FTE = 1,651</td>
<td>FTE = 2,000</td>
</tr>
<tr>
<td>6-year graduation rate, all students (TJ21)</td>
<td>42%</td>
<td>50%</td>
</tr>
<tr>
<td># of degrees (IPS)</td>
<td>279</td>
<td>310</td>
</tr>
<tr>
<td># of STEM-H degrees (IPS)</td>
<td>49</td>
<td>80</td>
</tr>
<tr>
<td>Summer College student FTE (TJ21)</td>
<td>237</td>
<td>250</td>
</tr>
<tr>
<td>Scholarship endowment</td>
<td>$31.1 million</td>
<td>$35.9 million</td>
</tr>
<tr>
<td>Freshmen SAT composite range of 2\textsuperscript{nd} and 3\textsuperscript{rd} quartile (middle 50%)</td>
<td>910 to 1110</td>
<td>950 to 1150</td>
</tr>
<tr>
<td>Freshmen high school GPA of 2\textsuperscript{nd} and 3\textsuperscript{rd} quartile (middle 50%)</td>
<td>2.9 to 3.8</td>
<td>3.2 to 3.9</td>
</tr>
<tr>
<td><strong>Academic Efficiency:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>▶ Growth of under-represented majors (Student FTE : Instructor FTE)</td>
<td>CS/SE - 9:1</td>
<td>CS/SE - 13:1</td>
</tr>
<tr>
<td>▶ Disciplines include: computer science and software engineering (CS/SE); foreign languages (LANG); and visual and performing arts (art, music, and theatre)</td>
<td>LANG - 10:1</td>
<td>LANG - 13:1</td>
</tr>
<tr>
<td>VPAR - 6:1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Athletes:</strong> first-time, full-time freshmen retention rate</td>
<td>72%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Athletes:</strong> six-year graduation rate</td>
<td>46%</td>
<td>54%</td>
</tr>
</tbody>
</table>
**GOAL III: ENHANCE AND EXPAND MEANINGFUL OUTREACH AND SERVICE TO THE COMMUNITY, REGION AND NATION.**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Baseline FY2012</th>
<th>Target FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Teaching Excellence fall headcount and FTE</td>
<td>Total HC = 425</td>
<td>Total HC = 600</td>
</tr>
<tr>
<td></td>
<td>Total FTE = 95</td>
<td>Total FTE = 140</td>
</tr>
<tr>
<td># of qualified inquiries in freshmen and transfer pools</td>
<td>8,879</td>
<td>11,072</td>
</tr>
<tr>
<td>% of faculty completing Capacity Asset Mapping</td>
<td>New Program</td>
<td>10</td>
</tr>
<tr>
<td>% of student owned businesses that participate in the Collegiate Entrepreneurship Organization</td>
<td>New Program</td>
<td>20</td>
</tr>
<tr>
<td># of student teams participating in the UVa-Wise Concept Cup competition</td>
<td>New Program</td>
<td>8</td>
</tr>
</tbody>
</table>

**GOAL IV: CREATE AND MAINTAIN THE RESOURCES TO THRIVE AS A PUBLIC LIBERAL ARTS INSTITUTION DEDICATED TO EXCELLENCE.**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Baseline FY2012</th>
<th>Target FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total endowment</td>
<td>$47.8 million</td>
<td>$65 million^</td>
</tr>
<tr>
<td>Endowment by category:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Scholarships</td>
<td>$31.1 million</td>
<td>$35.9 million</td>
</tr>
<tr>
<td>➢ Professorships</td>
<td>$7.1 million</td>
<td>$9.2 million</td>
</tr>
<tr>
<td>➢ Athletics</td>
<td>$2.7 million</td>
<td>$10.3 million</td>
</tr>
<tr>
<td>➢ Unrestricted Endowment</td>
<td>$4.0 million</td>
<td>$4.6 million</td>
</tr>
<tr>
<td>➢ Academic Enhancement and Support</td>
<td>$2.9 million</td>
<td>$5.0 million</td>
</tr>
<tr>
<td>Compliance with financial and administrative standards (IPS)*</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Classroom Utilization (TJ21):</td>
<td>65%</td>
<td>75%</td>
</tr>
</tbody>
</table>

^ Projections based on fund additions, not growth of corpus.

*Includes Audit; Financial Reporting Standards; Accounts Receivable Standards; Debt Management and Debt Ratio; Bond Rating; Rate of Return; Staff/Employees Turnover Rate; Procurement; Capital Outlay; and Information Technology


Appendix A: Metrics and Targets
### APPENDIX B | LEADERSHIP RESPONSIBILITIES

<table>
<thead>
<tr>
<th>E2020 Goals</th>
<th>Strategies</th>
<th>Provost and Vice Chancellor for Academic Affairs</th>
<th>Vice Chancellor for Development and College Relations</th>
<th>Vice Chancellor for Enrollment Management</th>
<th>Vice Chancellor for Finance and Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>PURSUE AND ACHIEVE ACADEMIC EXCELLENCE AS A PUBLIC LIBERAL ARTS INSTITUTION.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Curriculum</td>
<td>Strategy 1</td>
<td>Integrate curricular, co-curricular and extra-curricular</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Curriculum</td>
<td>Strategy 2</td>
<td>Grow from the inside out; Invest resources in curricular foundations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Curriculum</td>
<td>Strategy 3</td>
<td>Accelerate experiential learning opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Curriculum</td>
<td>Strategy 4</td>
<td>Enhance STEM-H</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Curriculum</td>
<td>Strategy 5</td>
<td>Raise academic and community standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Curriculum</td>
<td>Strategy 6</td>
<td>Calibrate academic offerings to region's future growth opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Faculty</td>
<td>Strategy 1</td>
<td>Recruit and retain an excellent and diverse faculty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>*Faculty</td>
<td>Strategy 2</td>
<td>Develop and retain teaching faculty</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Appendix B: Leadership Responsibilities 12
<table>
<thead>
<tr>
<th></th>
<th>Provost and Vice Chancellor for Academic Affairs</th>
<th>Vice Chancellor for Development and College Relations</th>
<th>Vice Chancellor for Enrollment Management</th>
<th>Vice Chancellor for Finance and Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 2</strong></td>
<td><strong>Build a well-qualified, academically motivated, diverse student body that achieves timely graduation.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 2</td>
<td>Strategy 1**</td>
<td>Increase enrollment to 2,600 HC, 1,910 FT HC and 2,000 FTE</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>**Goal 2</td>
<td>Strategy 2**</td>
<td>Set tuition and fee increases to maximize student access and facilitate institutional vitality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 2</td>
<td>Strategy 3**</td>
<td>Demonstrate strong and sustainable gains in retention and graduation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 2</td>
<td>Strategy 4**</td>
<td>Recruit students with diverse aptitudes, interests and cultural and ethnic backgrounds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 2</td>
<td>Strategy 5**</td>
<td>Seek balance and excellence in experience of UVa-Wise scholar athletes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Goal 3</strong></td>
<td><strong>Enhance and expand meaningful outreach and service to the community, region and nation.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 3</td>
<td>Strategy 1**</td>
<td>Deepen commitment to health, wellness, education, and environmental and economic development issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 3</td>
<td>Strategy 2**</td>
<td>Become a successful member of NCAA Division II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 3</td>
<td>Strategy 3**</td>
<td>Create and execute a strategic communication and marketing plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 3</td>
<td>Strategy 4**</td>
<td>Position the College and Town of Wise as a regional hub</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Goal 3</td>
<td>Strategy 5**</td>
<td>Forge life-long connection, support of alumni</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 4</td>
<td>CREATE AND MAINTAIN THE RESOURCES TO THRIVE AS A PUBLIC LIBERAL ARTS INSTITUTION DEDICATED TO EXCELLENCE.</td>
<td></td>
<td></td>
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<tr>
<td>--------</td>
<td>---------------------------------------------------------------------------------------------------</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
| Goal 4 | Strategy 1  
Develop funding model(s) for long term growth  |
| Goal 4 | Strategy 2  
Strengthen the endowment to provide vitality and stability  |
| Goal 4 | Strategy 3  
Optimize utilization of campus facilities  |
| Goal 4 | Strategy 4  
Foster culture of excellence and achievement among employees  |

* indicates responsibility

---

Appendix B: Leadership Responsibilities 14
## APPENDIX C | TIMELINE

☑ Indicates substantially completed, then continues. Fiscal year is from July 1 – June 30.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>PURSUE AND ACHIEVE ACADEMIC EXCELLENCE AS A PUBLIC LIBERAL ARTS INSTITUTION.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. <em>Curriculum</em></td>
<td>Strategy 1</td>
<td>☑</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrates curricular, co-curricular and extra-curricular</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>a. Increase students rigorous communications experiences</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>☑</td>
</tr>
<tr>
<td>b. Enhance gen ed curriculum, citizenship and inquiry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>c. Develop interdisciplinary coursework for core</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>d. Revise freshmen seminar, co-curricular and extra-curricular equivalents-citizenship, application, social contract and honor code</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>e. Launch program of debate and discussion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>A. <em>Curriculum</em></td>
<td>Strategy 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Grow from the inside out, Invest resources in curricular foundations</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>A. <em>Curriculum</em></td>
<td>Strategy 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Accelerate experiential learning opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Increase endowment for experiential learning, mentorships and student conferences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>b. Advance faculty international exchanges, interdepartmental experiential learning, trips</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>c. Embed experiential learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>d. Provide financial support for experiential learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td>A. <em>Curriculum</em></td>
<td>Strategy 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Enhance STEM-H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Improve articulation agreements with community colleges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

Appendix C: Timeline 15
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>b. Market STEM-H</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Engage in STEM-H outreach to K-12</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Develop STEM Early College Academy</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Share resources with U.Va.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Target financial aid for STEM-H</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. Institute on-line B.S.N. completer program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h. Investigate feasibility of collaborative masters programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>A. Curriculum Strategy 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Raise academic and community standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Goal 1</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>A. Curriculum Strategy 6</td>
<td></td>
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<td>Calibrate academic offerings to region's future growth opportunities</td>
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<td>B. Faculty Strategy 1</td>
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<td>Recruit and retain an excellent and diverse faculty</td>
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<td>B. Faculty Strategy 2</td>
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<td>Develop and retain teaching faculty</td>
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<td>a. Improve faculty orientation</td>
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<td>b. Provide peer mentorships and transition support</td>
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<td>c. Increase library and instructional resources</td>
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<td>d. Offer competitive compensation</td>
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<td>e. Create educational enhancement for children of faculty</td>
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<td>f. Support scholarly research and creative works</td>
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<td>g. Provide professional development</td>
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<td>h. Provide start-up funds</td>
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</table>

Appendix C: Timeline

16
# E2020 Goals | Strategies

<table>
<thead>
<tr>
<th>Goal 2</th>
<th>BUILD A WELL-QUALIFIED, ACADEMICALLY MOTIVATED, DIVERSE STUDENT BODY THAT ACHIEVES TIMELY GRADUATION.</th>
</tr>
</thead>
</table>
| Goal 2 | Strategy 1  
Increase enrollment to 2,600 HC, 1,910 FT HC and 2,000 FTE students |
| Goal 2 | Strategy 2  
Set tuition and fee increases to maximize student access and facilitate institutional vitality |
| Goal 2 | Strategy 3  
Demonstrate strong and sustainable gains in retention and graduation |
| a. Early alert program |
| b. Transition to collegiate education |
| c. Academic advising, student faculty partnerships |
| d. Supplemental instruction |
| e. Summer College |
| Goal 2 | Strategy 4  
Recruit students with diverse aptitudes, interests and cultural and ethnic backgrounds |
| Goal 2 | Strategy 5  
Seek balance and excellence in experience of UVA-Wise scholar athletes |
| Goal 3 | ENHANCE AND EXPAND MEANINGFUL OUTREACH AND SERVICE TO THE COMMUNITY, REGION AND NATION. |
| Goal 3 | Strategy 1  
Deepen commitment to health, wellness, education, and environmental and economic development issues |
| Goal 3 | Strategy 2  
Become a successful member of NCAA Division |
| Goal 3 | Strategy 3  
Create and execute a strategic communication and marketing plan |
| a. Highlight outcomes and accomplishments |
| b. Invest in digital communications |

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**Appendix C: Timeline**

17
<table>
<thead>
<tr>
<th>E2020 Goals</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>c. Expand into new media markets</td>
<td>✅</td>
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<tr>
<td>d. Identify and communicate with target groups</td>
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<tr>
<td>Goal 3</td>
<td>Strategy 4</td>
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<tr>
<td>Position the College and Town of Wise as a regional hub</td>
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<tr>
<td>Goal 3</td>
<td>Strategy 5</td>
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<tr>
<td>Forge life-long connection and involvement of alumni</td>
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<tr>
<td>Goal 4</td>
<td>CREATE AND MAINTAIN THE NECESSARY RESOURCES TO THRIVE AS A PUBLIC LIBERAL ARTS INSTITUTION DEDICATED TO EXCELLENCE.</td>
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<tr>
<td>Goal 4</td>
<td>Strategy 1</td>
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<tr>
<td>Develop funding model(s) for long term growth</td>
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<tr>
<td>Goal 4</td>
<td>Strategy 2</td>
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<tr>
<td>Strengthen the endowment to provide vitality and stability</td>
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<tr>
<td>Goal 4</td>
<td>Strategy 3</td>
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<tr>
<td>Optimize utilization of campus facilities</td>
<td>✅</td>
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<tr>
<td>Goal 4</td>
<td>Strategy 4</td>
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<tr>
<td>Foster a culture of excellence and achievement among employees</td>
<td>✅</td>
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</tbody>
</table>
APPENDIX D | INTEGRATION WITH UNIVERSITY OF VIRGINIA PLAN

The University of Virginia Strategic Plan Pillars and Strengths (as of August 9, 2013) and related goals and strategies from Envisioning 2020.

For the full text of the University of Virginia plan go to: www.virginia.edu.

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

Strategy 1: Student Leadership Development
GOAL 1| A. Curriculum | Strategy 1 Integrate curricular, co-curricular and extra-curricular
GOAL 1| A. Curriculum | Strategy 5 Raise academic and community standards

Strategy 2: Total Advising
GOAL 2| Strategy 3 Demonstrate strong and sustainable gains in retention and graduation

Strategy 3: Lifelong Alumni Engagement
GOAL 3| Strategy 5 Forge lifelong connection, involvement and support of alumni

Pillar 2: Strengthen the University’s Capacity to Advance Knowledge and Serve the Public Through Research, Scholarship, Creative Arts and Innovation

Note to Reader: U.Va. is classified as RU/VH: Research Universities (with very high research activity.) UVa-Wise is classified as BAC/A&S: Baccalaureate Colleges-Arts and Sciences (Source: Carnegie Classification of Institutions of Higher Education™)

Strategy 4: Strategic Research

Strategy 5: Research Infrastructure and Services
GOAL 1| A. Curriculum| Strategy 3 Accelerate experiential learning opportunities
GOAL 2| B. Faculty| Strategy 2 Develop and retain teaching faculty

Pillar 3: Provide Educational Experiences That Deliver New Levels of Student Engagement

Strategy 6: High-Impact Education Experiences
GOAL 1| A. Curriculum | Strategy 1 Integrate curricular, co-curricular and extra-curricular
GOAL 1| A. Curriculum | Strategy 3 Accelerate experiential learning opportunities
GOAL 1| A. Curriculum | Strategy 4 Enhance STEM-H
GOAL 1| A. Curriculum | Strategy 6 Calibrate academic offerings to region’s growth

Strategy 7: Global Experiences
GOAL 1| A. Curriculum | Strategy 3 Accelerate experiential learning

Strategy 8: Evidence-Based Teaching & Learning to Enhance the Student Experience
GOAL 1| A. Curriculum | Strategy 1 Integrate curricular, co-curricular and extra-curricular
GOAL 1| A. Curriculum | Strategy 5 Raise academic and community standards
Pillar 4: Assemble and Support a Distinguishing Faculty

**Strategy 9: Faculty Leadership Development**
GOAL 1 | B. Faculty | Strategy 1 Recruit and retain an excellent and diverse faculty
GOAL 1 | B. Faculty | Strategy 2 Develop and retain teaching faculty

**Strategy 10: Continuous Active Recruiting to Secure Leading Faculty**
GOAL 1 | B. Faculty | Strategy 1 Recruit and retain an excellent and diverse faculty

**Strategy 11: Interdisciplinary Hiring**

Pillar 5: Steward the University’s Resources to Promote Academic Excellence and Affordable Access

**Strategy 12: Affordable Excellence**
GOAL 2 | Strategy 2 Set tuition and fee increases to maximize student access
GOAL 2 | Strategy 4 Recruit students with diverse . . . by generating and directing scholarships

**Strategy 13: Leadership in Promoting Staff Excellence**
GOAL 4 | Strategy 5 Foster a culture of excellence and achievement among employees

**Strategy 14: Organizational Excellence**
GOAL 1 | A. Curriculum | Strategy 2 Grow from the inside out
GOAL 4 | Strategy 1 Develop funding model for long-term growth
GOAL 4 | Strategy 2 Strengthen the endowment
GOAL 4 | Strategy 3 Optimize the utilization of campus facilities

**Strategy 15: Philanthropy in Service to Strategic Priorities**
GOAL 4 | Strategy 2 Strengthen the endowment
APPENDIX E | PROCESS

Work on The University of Virginia’s College at Wise Envisioning 2020 plan began in the fall of 2010 as the College neared the end of its previous strategic plan, Creating the Future, and the Fulfilling the Dream campaign fundraising targets were being met successfully.

In November 2010, former Chancellor David J. Prior appointed seventeen members to the Envisioning 2020 (E2020) Committee. The E2020 Committee included members representing the general faculty, teaching faculty, staff and students and was chaired by Provost and Vice Chancellor for Academic Affairs, Sanders Huguenin, Ph.D.

The E2020 Committee gathered as much input as possible from the College’s many constituencies, as well as reviewed reports and data that included:

- Results of the UVa-Wise Board planning retreat in October 2010 and previous input from the UVa-Wise Foundation and UVa-Wise Alumni Boards of Directors;
- Creating the Future 2012, the College’s last strategic plan and that plan’s progress reports;
- Peer benchmarking on 42 data points including efficiencies, faculty salaries, freshman profiles, enrollment, revenues, retention, staffing, expenses, need-based aid, etc. to five different peer groups, including institutions within 50 miles, national public baccalaureate institutions, COPLAC institutions, four-year VA institutions and public baccalaureate with 30-40% of students receiving PELL;
- UVa-Wise historical and current data on enrollment (FT/PT, Level, Out/In-state, etc.), freshman profile, retention, faculty salaries, faculty productivity, degrees conferred by major, IPEDS Finance Data, endowment assets, and more;
- Operating budget, current and historical. Funding trends and sources of non-general fund revenue;
- Top Jobs legislation, restructuring legislation, IPS, historical trends in higher education, and capital outlay plans;
- Presentations by the College’s leadership on various issues
- Results of multiple campus forums for staff, faculty and students hosted by the E2020 Committee and held in spring 2011;
- Results of interviews with thought leaders; and
- Top Jobs six-year plan input, review and integration.

The E2020 Committee completed a vision statement and then from the extensive input and data, subcommittees developed goals and strategies. After several revisions and some additional external input, the E2020 Committee completed the first Goals and Strategies Framework in February 2012. After Chancellor Prior’s untimely death, the E2020 committee recommended to the Senior Staff and University of Virginia President Teresa A. Sullivan that the final plan be completed once a new chancellor had an opportunity to review the goals and strategies and provide input. Upon beginning her tenure in January 2013, Chancellor Donna P. Henry charged the E2020 to continuing refining the document into a strong, aspirational plan with thematic goals. The final draft of the goals and strategies was reviewed by the College’s various constituencies through a series of meetings in early fall 2013, and input was also garnered through an on-line survey.

The Envisioning 2020 plan was reviewed and approved by the Chancellor, President, UVa-Wise Board and the University of Virginia Board of Visitors.

Appendix E: Process
APPENDIX F | E2020 COMMITTEE MEMBERS

J. SANDERS HUGUENIN, Ph.D., CHAIR
Provost and Vice Chancellor for Academic Affairs and Associate Professor of History

PHILLIP L. BLEVINS, B.A.
Student Member, Class of 2013

CATHLEEN A. COLLINS, Ph.D.
Chair, Department of Nursing and Kathleen Miller Strunk Professor of Nursing

THOMAS M. COSTA, Ph. D.
Chair, Department of History and Professor of History

TAMARA S. ELY, B.S.
Vice Chancellor for Development and College Relations

AMELIA J. HARRIS, Ph.D.
Academic Dean and Associate Professor of Modern Languages

MATTHEW HARVEY, Ph.D.
Associate Professor of Mathematics

DAKOTA R. HILL
Student Member, Class of 2014

ZAFAR D. KHAN, Ph.D.
Associate Professor of Economics

MICHAEL McNULTY, M.F.A.
Associate Professor of Theatre

MARThA C. NECESSARY, B.S.
Director of the Budget

STEPHANIE PERRY, B.S.
Director of Human Resources

NARDA B. PORTER, M.A., M.S.
Registrar

LUKE C. RASNICK, B.A.
Student Member, Class of 2012

JULIE SCOTT, M.Ed.
Director of the C. Bascom Slemp Student Center

JACOB SOMERVELL, Ph.D.
Associate Professor of Computer Science

MARGIE ANN TUCKER, Ph.D.
Chair, Department of Natural Sciences and Professor of Chemistry

WILLIAM D. WENDLE, M.Ed.
Coordinator of Special Gifts and Planned Giving

Committee Staff/Resource Persons:
P. SCOTT BEVINS, Ph.D.
Director of Institutional Research and Executive Director of Information Technology

MARCIA K. QUESENBERRY, M.A.
Associate Vice Chancellor for Strategic Planning and Projects.

Keith Fowlkes, M.B.A., former Vice Chancellor for Information Technology at UVA-Wise, also served on the committee during his tenure at the College.

Appendix F: Committee
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 enterprise 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 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. 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 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 on activities of the department, its findings, or significant issues. Nor shall the President and the Executive Vice Presidents 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 will also 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, the Executive Vice President and Provost, and the Executive Vice President for Health Affairs 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, the Executive Vice President and Chief Operating Officer, the Executive Vice President and Provost, and the Executive Vice President for Health Affairs as appropriate.

November 2013