DOCKET

BOARD OF VISITORS

University of Virginia

Regular Meeting

September 18, 2015
CONSENT ITEMS

1. **2016-2022 STATE SIX-YEAR INSTITUTIONAL PLAN, ACADEMIC DIVISION**
   (approved by the Finance Committee on September 17, 2015 – see Six-Year Plan in Attachment 1)

   WHEREAS, § 23-38.87:17 of the Code of Virginia requires the governing boards of all public institutions of higher education to develop and adopt biennially an institutional six-year plan and submit that plan to the State Council of Higher Education (SCHEV), the Governor, and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance; and

   WHEREAS, the University submitted its preliminary plan for the Academic Division as required on July 1, outlining general strategies to advance the objectives of the Statewide Strategic Plan and the Higher Education Opportunity Act and to enhance teaching, research, and service consistent with the strategies of the Cornerstone Plan; and

   WHEREAS, final institutional plans must be approved by the Board of Visitors and submitted to SCHEV, the Governor, and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than October 1;

   RESOLVED, the Board of Visitors approves the 2016-2022 six-year institutional plan for the Academic Division; and

   RESOLVED FURTHER, the President is authorized to transmit the six-year plan to SCHEV, the Governor, and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance.

2. **ACCEPTANCE OF AN EASEMENT FROM THE CITY OF CHARLOTTESVILLE FOR THE INSTALLATION OF ELECTRICAL FACILITIES ON 11TH STREET**
   (approved by the Buildings & Grounds Committee on September 18, 2015)

   RESOLVED, the acceptance of an easement from the City of Charlottesville to facilitate the installation of electrical infrastructure required for the relocation of an emergency generator is approved; and

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

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

ACTION ITEMS

3. **NAMING OF THE KAREN S. RHEUBAN CENTER FOR TELEHEALTH**
   (approved by the Academic & Student Life Committee on September 17, 2015)

   WHEREAS, Dr. Karen Schulder Rheuban serves as Professor of Pediatrics, Senior Associate Dean for Continuing Medical Education and External Affairs, and Director of the University of Virginia Center for Telehealth; and

   WHEREAS, Dr. Rheuban co-founded the University of Virginia Center for Telehealth and its programs based on the idea that advances in medical and telecommunications technology could give health professionals the ability to bridge the miles between patients and the care they need; and

   WHEREAS, since its founding, the Center has established a network of 152 sites in Virginia and has conducted more than 48,000 encounters, sparing the burden of travel for patients amounting to over 16 million miles, and has positively impacted the well-being of communities at the margins of the healthcare system; and

   WHEREAS, through her renowned leadership at the University and with organizations around the globe, Dr. Rheuban has helped define a field that now touches thousands of lives each day;

   RESOLVED, the Board of Visitors names the Center for Telehealth the Karen S. Rheuban Center for Telehealth.

4. **RENAMEING THE WARD K. ENSMINGER DISTINGUISHED PROFESSORSHIP IN GERIATRIC MEDICINE THE WARD K. ENSMINGER DISTINGUISHED PROFESSORSHIP IN MEDICINE, GERIATRIC MEDICINE, AND PALLIATIVE CARE**
   (approved by the Academic & Student Life Committee on September 17, 2015)
WHEREAS, on February 25, 2000, the Board of Visitors established the Ward K. Ensminger Distinguished Professorship in Geriatric Medicine; and

WHEREAS, the School of Medicine wishes to expand the purpose of the professorship to include the areas of general medicine and palliative care, while continuing to give preference to geriatric medicine, in order to facilitate the recruitment of chair holders; and

WHEREAS, these changes will allow the School of Medicine to utilize the funds and nominate an outstanding candidate in general medicine, palliative care, or geriatric medicine, while continuing to honor the spirit of the gift and the donor’s intent;

RESOLVED, the Board of Visitors renames the Ward K. Ensminger Distinguished Professorship in Geriatric Medicine the Ward K. Ensminger Distinguished Professorship in Medicine, Geriatric Medicine, and Palliative Care.

(approved by the Finance Committee on September 17, 2015 - see State Operating Budget Amendments in Attachment 2)

WHEREAS, the proposed biennial budget requests represent the highest priority initiatives and are aligned with the six-year plan submitted to the Commonwealth on July 1, 2015;

RESOLVED, the Board of Visitors of the University of Virginia approves the 2016-2018 biennial budget general fund requests and the revisions to the 2016-2018 Capital Program; and

RESOLVED FURTHER, the Board of Visitors understands that to the extent these initiatives are not included in the Governor’s 2016-2018 biennial budget, the University may want to pursue similar requests to the General Assembly; and

RESOLVED FURTHER, the President or her designee is authorized to transmit to the General Assembly any request not funded by the Governor as long as there are no material differences from the items already endorsed by the Board of Visitors.

6. THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE SIX-YEAR PLAN
(approved by the Committee on The University of Virginia’s College at Wise on September 18, 2015 - see Six-Year Plan in Attachment 3)
WHEREAS, all Virginia higher education institutions are required under state law to submit a six-year plan every two years to the State Council of Higher Education for Virginia; and

WHEREAS, the College is committed to continuing strategies and priorities outlined in previous plans that will improve the educational outcomes for students and create jobs in the region; and

WHEREAS, the Six-Year Plan meets the goals outlined in Virginia’s Higher Education Opportunity Act and the College’s Envisioning 2020 strategic plan;

RESOLVED, the Board of Visitors approves the 2015 Six-Year Plan as presented.

7. REVISIONS TO THE BYLAWS OF THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE BOARD
   (approved by the Committee on The University of Virginia’s College at Wise on September 18, 2015 - see Revisions to the Bylaws in Attachment 4)

   RESOLVED that the revisions to the Bylaws of The University of Virginia’s College at Wise Board are approved as presented.

8. APPOINTMENT TO THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE BOARD
   (approved by the Committee on The University of Virginia’s College at Wise on September 18, 2015)

   RESOLVED, Katheryn B. Curtis is appointed to The University of Virginia's College at Wise Board for a four-year term ending June 30, 2019.

9. AUDIT DEPARTMENT CHARTER
   (approved by the Audit, Compliance, and Risk Committee on September 18, 2015 - see Charter in Attachment 5)

   RESOLVED, the updated Audit Department Charter, dated September 18, 2015, is approved as recommended by the Audit, Compliance, and Risk Committee.

10. FY 2016 - FY 2017 AUDIT DEPARTMENT RESOURCE DEPLOYMENT PLAN
    (approved by the Audit, Compliance, and Risk Committee on September 18, 2015)

    RESOLVED, the FY 2016 - FY 2017 Audit Department Resource Deployment Plan is approved as recommended by the Audit, Compliance, and Risk Committee.
11. **DESIGNATION OF THE CHANCELLOR AS THE CHIEF EXECUTIVE OFFICER OF THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE**

(approved by the Executive Committee on September 18, 2015)

WHEREAS, Section 2.4 of the Manual of the Board of Visitors of the University of Virginia (the Manual) refers to the Chancellor of the University of Virginia’s College at Wise as the “local chief executive officer”; and

WHEREAS, the College at Wise has been informed by SACSCOC that the head of an accredited college should be designated the chief executive officer; and

WHEREAS, the College at Wise is a separate state agency of the Commonwealth of Virginia and the Chancellor is the chief executive of the state agency;

RESOLVED, section 2.4 paragraph 24 of the Manual of the Board of Visitors of the University of Virginia is amended to designate the Chancellor of the University of Virginia’s College at Wise as the “chief executive officer” of the College at Wise; and

RESOLVED FURTHER, section 4.2 of the Manual of the Board of Visitors of the University of Virginia is amended to designate the President of the University as the “principal administrative officer” of the University of Virginia’s College at Wise.

12. **AMENDMENTS TO SECTION THREE – THE COMMITTEE SYSTEM IN THE MANUAL OF THE BOARD OF VISITORS**

(approved by the Executive Committee on September 18, 2015)

RESOLVED, in accordance with the provisions of Section 5.9 of the Manual of the Board of Visitors of the University of Virginia (the Manual) and the Code of Virginia Section 23-75, and upon recommendation of the Executive Committee, the committee charges in Section 3 – The Committee System of the Manual of the Board of Visitors of the University of Virginia are amended as follows:

**SECTION 3.1 EXECUTIVE COMMITTEE** — At each Annual Meeting the Board shall elect from among its membership an Executive Committee composed of seven members. These seven members shall consist of the Rector, who shall serve as chair, the Vice Rector, who shall serve as vice chair, and five Visitors to be elected by the Board. Nominations for these five positions on the Executive Committee may be made by any Visitor, and if there are more than five nominations, a vote shall be taken, and the results shall be announced jointly by the Rector and the Secretary. Any vacancy on the Executive Committee shall be filled for the unexpired term at the next regular meeting of the Board and by vote if there is more than one nomination.

The Executive Committee shall meet upon the call of the Rector. It shall consider all matters referred to it by the Rector, the Vice
Rector, or the President and shall, in the interim between meetings of the Board, be vested with the powers and authority of the full Board and shall take such action on all matters that may be referred to it as in its judgment is required. All such actions taken by the Executive Committee in the interim between meetings of the Board shall require a two-thirds vote of the whole number of committee members, and their actions shall be reported to the Board at the next regular meeting and shall, if confirmation is required, be confirmed and approved by the Board at that time.

In addition to the above, the Executive Committee shall organize the working processes of the Board and recommend best practices for governance to the Board. More specifically, the Executive Committee shall:

1. Develop and recommend to the Board a statement of governance setting out the Board’s role;
2. Periodically review the Board’s bylaws and recommend amendments;
3. Provide advice to the Board on committee structure, appointments and meetings;
4. Develop an orientation and continuing education process for Visitors that includes training on the Virginia Freedom of Information Act;
5. Create, monitor, oversee, and review compliance with a code of ethics for Visitors; and
6. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.

As part of its responsibilities, the Executive Committee shall work with the President to encourage and support an atmosphere at the University that ensures that diverse members of the University of Virginia and Charlottesville communities are treated equally and fairly. This is essential to creating an educational experience for students to prepare them for productive and responsible citizenship in the world beyond the University community. This responsibility includes encouraging and supporting the attraction and retention of a diverse group of students, faculty, and staff. “Diverse” includes race and ethnicity, age, gender, disability status, sexual orientation, religion and national origin, socio-economic status, and other aspects of individual experience and identity.

On behalf of the Board, the Executive Committee shall be responsible for working with the University administration on communication strategies and messaging with respect to emerging and urgent issues including informing and educating policy makers and regulatory oversight organizations and bodies.

SECTION 3.2 STANDING COMMITTEES — The standing committees of the Board of Visitors shall consist of the Finance Committee, Buildings and Grounds Committee, Academic and Student Life Committee, Student Affairs and Athletics Committee, Educational Policy Committee, Advancement and Communications Committee, Audit, Compliance, and Risk Committee, Advancement Committee, Committee on The University of
Virginia’s College at Wise, and the Medical Center Operating Board, and the Committee on Diversity and Inclusion. The number to be appointed to each standing committee shall be determined by the Rector at the time of appointment. However, no committee shall consist of fewer than three members.

The standing committees shall be appointed by the Rector at the Annual Meeting of each year, and at the time of appointment the Rector shall designate the chair of each committee. A vacancy on any committee shall be filled by the Rector for the unexpired term, and the Rector shall have the power to change the membership of any standing committee at any time. Each standing committee shall meet at the call of the chair, the Rector, the Vice Rector, or the President and shall consider such matters as may be referred to it by these officers or by members of the committee.

The Secretary shall prepare a docket for each committee meeting and shall attend the meeting.

In addition to the duties of the standing committees as listed below, each committee shall consider such other matters as may be referred to it by the Board, the Rector, the Vice Rector, the President, or the chair and shall make its report and recommendations as required to the Board, to the President, and, upon the request of the Rector, to the Executive Committee. No standing committee has power or authority to commit the Board to any policy or action unless specifically granted such power or authority by the Board. In such cases, a report of final action by any committee shall be made at the next regular meeting of the Board and, if confirmation is required, shall be confirmed and approved by the Board at that time.

On motion of any member, any grant to a committee of power or authority to commit the Board shall be reviewed by the Board, at which time it may be modified or rescinded by majority vote of the members present without complying with the requirements for amending this Manual.

SECTION 3.21 FINANCE COMMITTEE — The Finance Committee shall be responsible in all matters relating to the University’s financial affairs and business operations. It shall review and approve the annual budget and the setting of tuition rates, student fees, and other student charges for recommendation to the Board. On behalf of the Board, it shall establish metrics and monitor programs for organizational excellence, approve the investment of endowment and other funds and the purchase of real and personal property, and the making of loans to faculty members, and it shall make progress reports to the Board on its actions.

The committee shall maintain liaison with the University of Virginia Investment Management Company, a nonprofit, nonstock corporation organized under Virginia law to provide investment and investment management and related services to the University of Virginia, and shall monitor and review periodically the performance of the Company.
The Finance Committee shall be responsible for all matters relating to funding research programs and partnerships of the University. The scope shall include all forms of research funding: external and internal sources of research support, startup packages for faculty, and commercialization activities and translational research. The committee may offer guidance on such issues as strategic investments in research, the infrastructure for research, strategic partnerships that enhance research capability and impact, and intellectual property policies.

SECTION 3.22 BUILDINGS AND GROUNDS COMMITTEE — The Buildings and Grounds Committee shall have responsibility in matters relating to land use and the physical plant and equipment. It shall be responsible for land use planning and acquisition policy as well as exercising oversight over the use of space and the care, maintenance, and security of the University’s buildings and grounds including furnishings and equipment; the selection of architects and engineers and the siting, construction, and naming of new buildings; the care and preservation of all furnishing and equipment; and such other matters relating to the buildings and grounds of the University as may come before it. On behalf of the Board, it shall approve the siting location and design of new buildings and shall make progress reports to the Board on its actions.

SECTION 3.23 ACADEMIC AND STUDENT LIFE COMMITTEE — The Academic and Student Life Committee shall have oversight of matters relating to athletics, culture and safety, educational policy, and research programs. The Committee shall oversee matters relating to student conduct, residential and social life, extracurricular activities, food services, health, and such other matters relating to student affairs as may be brought to its attention; and athletic policy and programs, both intramural and intercollegiate.

In exercising its responsibilities for educational policy and research programs, the committee shall have responsibility in all matters relating to educational and research policies and programs except for those matters subject to the oversight of the Medical Center Operating Board. The committee shall exercise oversight over the proposal of new degrees and educational programs by the President, the conditions affecting the recruitment and retention of faculty members, the adequacy of instructional and research facilities, and such other matters relating to the educational policies and programs as may be brought before it by the President or Provost or referred to it by the Board.

SECTION 3.24 AUDIT, COMPLIANCE, AND RISK COMMITTEE — The Audit, Compliance, and Risk Committee shall have oversight responsibility for internal audit, compliance, and enterprise risk management programs for the academic and medical center divisions, as it relates to financial, operational, compliance, strategic, and reputational risks. The committee shall have direct access to internal and external auditors to assess performance, the scope of audit activities, and the adequacy of internal accounting controls. The committee shall review,
at least annually, the institution’s risk governance framework including the risk assessment and mitigation strategies. The committee also shall receive periodic reports on other such audit, compliance, and risk matters from the State auditor, senior management, and the institution's internal audit, compliance, and enterprise risk management leaders. Such leaders shall also have direct access to the board.

SECTION 3.25 ADVANCEMENT AND COMMUNICATIONS COMMITTEE - The Advancement and Communications Committee shall have responsibility in all matters pertaining to University development, alumni affairs, and public communications. This responsibility shall include the oversight of University capital campaigns, branding efforts, commemorations, and all other programs that promote the University publicly and with alumni and friends private donations to and alumni support of the University. As part of this responsibility, the committee’s oversight will include the University-related foundations and their activities to raise funds on behalf of the University.

SECTION 3.26 THE COMMITTEE ON THE UNIVERSITY OF VIRGINIA’S COLLEGE AT WISE — The Committee on The University of Virginia’s College at Wise is charged with the oversight of the College and the advancement of its mission and with bringing its needs and concerns to the attention of the Board of Visitors. The committee will assist the Chancellor in carrying out the Chancellor’s duties and will further the goals of The University of Virginia’s College at Wise.

SECTION 3.27 THE MEDICAL CENTER OPERATING BOARD — The Medical Center Operating Board shall be the governing board of the Medical Center and the Transitional Care Hospital for Joint Commission on Accreditation of Hospital Organization purposes, responsible to oversee and direct the operations of the Medical Center and the Transitional Care Hospital as delegated by the Board of Visitors.

The Rector shall serve as a voting member, and he shall appoint five other members of the Board of Visitors, including the chair, to serve as voting members of the Medical Center Operating Board; one of these members shall be the chair of the Finance Committee and one of these members shall be a physician with administrative and clinical experience in an academic medical center. The Board of Visitors may appoint no more than six public non-voting members of the Medical Center Operating Board to serve for initial terms not to exceed four years. The President of the University, the Executive Vice President and Provost of the University, the Executive Vice President and Chief Operating Officer of the University, the Executive Vice President for Health Affairs, the Chief Executive Officer of the Medical Center, the Dean of the School of Medicine, the Dean of the School of Nursing, and the President of the Clinical Staff of the Medical Center shall serve as non-voting advisory members.
13. RESOLUTION COMMENDING ALLISON CRYOR DINARDO

WHEREAS, Allison Cryor DiNardo took a Bachelor of Arts degree in English from the University of Virginia in 1982 and a MBA degree from the Darden Graduate School of Business in 1988; and

WHEREAS, Ms. Cryor DiNardo is the President of King Street Wireless, which offers 4G LTE wireless service in partnership with U.S. Cellular. From 1993-1998, Ms. Cryor DiNardo was Managing Director of the University of Virginia’s athletics capital campaign at the Virginia Student Aid Foundation, and from 1989-1993, she worked for President George H.W. Bush as Deputy Associate Director of Presidential Personnel; and

WHEREAS, Ms. Cryor DiNardo has served the University in many volunteer roles including the Jefferson Scholars Foundation’s regional and national selection committees and capital campaign committee, and the Darden Alumni Association Board. She co-chaired her undergraduate reunion planning committees in 2002 and 2007, and in 2011, she was appointed the Board of Visitors representative to the Alumni Association Board of Managers. Ms. Cryor DiNardo is a member of the prestigious Raven Society; and

WHEREAS, Ms. Cryor DiNardo has held numerous leadership roles in Alexandria, Virginia. In 2013, she was recognized as Alexandria’s Board Leader of the Year at the Business Philanthropy Summit. She was honored by Greater DC Cares as a “rising star in philanthropy and leading the charge for social change in the DC region” and by the Washington Business Journal as “A Woman Who Means Business.” She received the Barat Medal from the Stone Ridge School of the Sacred Heart for making “a significant difference to the community and helping to shape the destiny of the school;” and

WHEREAS, Ms. Cryor DiNardo was appointed to the Board of Visitors by Governor McDonnell in 2011; and

WHEREAS, Ms. Cryor DiNardo ably served the Board of Visitors as Chair and Co-Chair of the Diversity and Inclusion Committee and Chair and Co-Chair of the Student Affairs and Athletics Committee; and

WHEREAS, as a member of the Board of Visitors, Ms. Cryor DiNardo has worked tirelessly to improve the experience of students on Grounds. Among her many contributions, Ms. Dinardo participated in the President’s Ad Hoc Group on University Climate and Culture, developing a broad range of measures to improve and sustain a safe and welcoming environment for all students at the University; and

WHEREAS, Ms. Cryor DiNardo completed her term on the Board of Visitors on June 30, 2015;
RESOLVED, the Board of Visitors thanks Allison Cryor DiNardo for her exemplary service to the University, and considers her a dear friend and a respected colleague; and

RESOLVED FURTHER, the Board wishes Allison and Robert DiNardo continued success and happiness in all of their future endeavors.

14. RESOLUTION COMMENDING STEPHEN P. LONG, M.D.

WHEREAS, Stephen P. Long took his Bachelor of Arts degree in English from Randolph-Macon College in 1982 and a Doctor of Medicine degree from Virginia Commonwealth University's School of Medicine in 1986; and

WHEREAS, Dr. Long completed his internship in general surgery and his residency and fellowship in Anesthesiology and Pain Medicine at the Medical College of Virginia Hospitals in 1991 and served on the faculty as an Associate Professor until 1998 when he formed his private practice, Commonwealth Pain Specialists. Dr. Long is currently an Associate Clinical Professor of anesthesiology at Virginia Commonwealth University; and

WHEREAS, Dr. Long’s participation in civic and professional organizations includes the American Society of Anesthesiologists, the Virginia Society of Anesthesiologists, the Vestry of St. Stephen’s Episcopal Church, the Fellowship of Christian Athletes, the Fellowship of Christians in Universities and Schools, and the Children’s Museum of Richmond; and

WHEREAS, Dr. Long has received numerous honors, including Richmond Magazine’s Top Pain Specialist. He was recognized as one of US News and World Report’s Top Pain Specialists in 2011 and 2012 and was presented with the Distinguished Alumnus Award by Randolph Macon’s Society of Alumni in 2011; and

WHEREAS, Dr. Long currently serves on the Board of Trustees of Randolph-Macon College and has served as the chair of the Committee on Trustees. Dr. Long has also served on the Virginia Commonwealth University Board of Visitors and the Virginia Commonwealth University Health System board; and

WHEREAS, Dr. Long has lectured extensively throughout the world on topics pertaining to acute, chronic, and cancer pain as well as legal and regulatory issues involving pain management. Additionally, he has multiple publications on pain management; and

WHEREAS, Dr. Long was appointed to the Board of Visitors by Governor McDonnell in 2011; and

WHEREAS, Dr. Long was both Chair of the Educational Policy Committee and Co-Chair of the Medical Center Operating Board; and
WHEREAS, Dr. Long has been a tireless advocate for the academic and health missions of the University, an interested and supportive role model to many students and faculty, and an active participant in many University events and activities; and

WHEREAS, Dr. Long completed his term on the Board of Visitors on June 30, 2015;

RESOLVED, the Board thanks Stephen P. Long, M.D. for his devoted service to the University, and considers him a great friend and colleague; and

RESOLVED FURTHER, the Board wishes Steve and Georganne Long continued success and happiness.

15. RESOLUTION COMMENDING GEORGE KEITH MARTIN

WHEREAS, George Keith Martin took a Bachelor of Arts degree from the University of Virginia in 1975 and a Juris Doctor degree from Howard University School of Law in 1978, where he was the number two editor on the law review; and

WHEREAS, Mr. Martin is the managing partner of the Richmond office of McGuireWoods LLP, the firm's largest office. He is a member of the firm's pension committee and advisory board. For many years he served on the firm's recruiting committee; and

WHEREAS, Mr. Martin's practice includes construction, commercial real estate, real estate finance, and local government law. He has represented public and private entities on numerous real estate projects, including public private partnerships; and

WHEREAS, Mr. Martin has been recognized by Best Lawyers in America and Virginia's Legal Elite. He is an affiliate member of the American Institute of Architects, a member of the National Association of College and University Attorneys, and a member of his firm's education law team. Mr. Martin has lectured nationally on construction and real estate topics; and

WHEREAS, Mr. Martin has served on numerous boards and commissions, including the Virginia Board of Bar Examiners, James Madison University Board of Visitors, and the Governor's Blue Ribbon Commission on Higher Education. Mr. Martin serves on the Board of Visitors at Regent University School of Law and on the Board of Directors of the Housing and Development Law Institute in Washington, DC; and

WHEREAS, Mr. Martin was the recipient of the 2011 Trailblazer Award from the Richmond UVA Club/Walter Ridley Scholarship Fund; and
WHEREAS, Mr. Martin was appointed to the Board of Visitors by Governor McDonnell in 2011; and

WHEREAS, Mr. Martin was elected Vice Rector in 2012, and became Rector of the University in 2013; and

WHEREAS, The Board and the University benefited from his sharp legal mind, calm demeanor, and confident presence; and

WHEREAS, Mr. Martin’s tenure as Rector was marked by change and innovation that will profoundly impact the University for many years to come, most notably approval by the Board of the Cornerstone strategic plan, a revised Mission Statement, and the addition of a non-voting faculty representative; and

WHEREAS, Mr. Martin led the Board on a number of important issues that examined board governance; developed a financially sound plan for funding academic initiatives while lowering administrative costs; and promoted faculty and student interactions with members of the Board; and

WHEREAS, Mr. Martin’s approach was always positive, looking for ways to bring people with diverse views together to find common ground. Mr. Martin was never afraid to confront contentious issues and to work through them; and

WHEREAS, Mr. Martin completed his term on the Board of Visitors on June 30, 2015;

RESOLVED, the Board thanks George Keith Martin for his thoughtful and principled leadership on behalf of his beloved alma mater; and

RESOLVED FURTHER, the Board wishes George and Anita Martin continued success and happiness in all of their future endeavors.

16. RESOLUTION COMMENDING EDWARD D. MILLER, M.D.

WHEREAS, Edward D. Miller took a Bachelor of Arts degree from Ohio Wesleyan University and a M.D. degree from the University of Rochester School of Medicine and Dentistry; and

WHEREAS, Dr. Miller was named Chief Executive Officer of Johns Hopkins Medicine, the 13th Dean of The Johns Hopkins University School of Medicine, and Vice President for Medicine of Johns Hopkins University in January 1997, and served in this position until June 2012. He was the first-ever Chief Executive Officer of Johns Hopkins Medicine, a new organization that formally integrated operations and planning of the School of Medicine with the Johns Hopkins Health System and Hospital; and

WHEREAS, Dr. Miller joined Johns Hopkins in 1994 as Professor and Director of the Department of Anesthesiology and Critical Care Medicine and
was named Interim Dean of the School of Medicine in 1996. He came to Johns Hopkins after eight years at Columbia University, where he served as Professor and Chairman of the Department of Anesthesiology, and eleven years at the University of Virginia; and

WHEREAS, Dr. Miller’s research has focused on the cardiovascular effects of anesthetic drugs and vascular smooth muscle relaxation. Among many other honors and awards, he received the National Institutes of Health’s Career Research Development Award; and

WHEREAS, Dr. Miller is a member of the Institute of Medicine of the National Academy of Sciences and a fellow of the Royal College of Physicians and the Royal College of Anesthetists; and

WHEREAS, Dr. Miller has authored or co-authored more than 150 scientific papers, abstracts, and book chapters; and

WHEREAS, Dr. Miller was appointed as an advisory member to the Board of Visitors by Governor McDonnell in 2011, and was then appointed as a voting board member by Governor McDonnell in 2012; and

WHEREAS, Dr. Miller served the Board of Visitors as Chair and Co-Chair of the Medical Center Operating Board and Chair of the Special Committee on Research; and

WHEREAS, as a member of the Board of Visitors, Dr. Miller worked to strengthen the University’s Health System and research programs; and

WHEREAS, Dr. Miller completed his term on the Board of Visitors on June 30, 2015;

RESOLVED, the Board thanks Edward D. Miller, M.D. for sharing his immense knowledge and expertise in the area of academic medicine for the benefit of the University, and considers him a valued friend and colleague; and

RESOLVED FURTHER, the Board wishes Ed and Lynne Miller continued success and happiness in all of their future endeavors.

17. RESOLUTION COMMENDING JOHN L. NAU III

WHEREAS, John L. Nau, III took a Bachelor of Arts degree in History from the University of Virginia in 1968; and

WHEREAS, Mr. Nau is President and Chief Executive Officer of Silver Eagle Distributors, L.P.; and

WHEREAS, Mr. Nau has been and continues to be actively involved in the University community. He established the John L. Nau III Professorship in History of the American Civil War and a Jefferson
Scholars Graduate Fellowship in Civil War Studies. Mr. Nau and his wife, Bobbie, funded the John L. Nau III Center for Civil War History and were major contributors to the South Lawn. He was instrumental in obtaining two gifts from Anheuser-Busch Companies in 1999, the first to support a program aimed at reducing risky drinking behaviors among students and the second for the Environmental Sciences Department, which helped fund the University's Anheuser-Busch Coastal Research Center; and

WHEREAS, Mr. Nau is the former Chairman of the Council of Foundations and served as Vice Chairman of the UVA Capital Campaign; and

WHEREAS, Mr. Nau's commitment to service is apparent through his participation in civic, community, and philanthropic organizations in Houston and throughout the country, including the National Parks Foundation Board of Directors, past president of the Texas State Historical Association, Civil War Trust Board of Trustees, Baylor College of Medicine Board of Trustees, and many other organizations. He is founder and President of The Nau Foundation; and

WHEREAS, Mr. Nau's lifelong study of American history provided him with the knowledge to serve as chairman of the National Advisory Council on Historic Preservation from 2001 to 2010, a position appointed by the President of the United States. He also served as chairman of the Texas Historical Commission from 1995 to 2009, a position appointed by the Governor of Texas; and

WHEREAS, Mr. Nau was appointed to the Board of Visitors by Governor McDonnell in 2011; and

WHEREAS, Mr. Nau served the Board of Visitors as Chair of the Advancement and Communications Committee and Co-Chair of the Governance and Engagement Committee; and

WHEREAS, as a member of the Board of Visitors, Mr. Nau led efforts to enhance University communications and Board governance; and

WHEREAS, Mr. Nau completed his term on the Board of Visitors on June 30, 2015;

RESOLVED, the Board thanks John L. Nau for all that he has done for the University over many years including in his role as a Visitor, and considers him a valued friend and trusted colleague; and

RESOLVED FURTHER, the Board wishes John and Bobbie Nau continued success and happiness in all of their future endeavors.
ATTACHMENTS
### ACADEMY AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)

<table>
<thead>
<tr>
<th>Biennium 2016-2018 (7/1/16-6/30/18)</th>
<th>Biennium 2018-2020 (7/1/18-6/30/20)</th>
<th>Biennium 2020-2022 (7/1/20-6/30/22)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Strategies (Short Title)</th>
<th>SSP Goal</th>
<th>Priority Ranking</th>
<th>Cost: Incremental, Savings, Reallocation</th>
<th>Strategies</th>
<th>Cost: Incremental, Savings, Reallocation</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>2016-2017 Amount From Tuition Revenue</td>
<td>Total Amount</td>
<td>2017-2018 Amount From Tuition Revenue</td>
<td>Total Amount</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total Amount</td>
<td>Amount From Tuition Revenue</td>
<td>Total Amount</td>
<td>Amount From Tuition Revenue</td>
</tr>
<tr>
<td>Enrollment Growth</td>
<td>2, 4</td>
<td>1</td>
<td>Incremental</td>
<td>$5,307,000</td>
<td>$4,103,000</td>
<td>$7,736,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Faculty Recruitment and Retention (See Note A, Note B)</td>
<td>3</td>
<td>2, 4</td>
<td>Incremental</td>
<td>$15,265,000</td>
<td>$4,367,000</td>
<td>$24,238,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$10,898,000</td>
<td>$0</td>
<td>$16,862,000</td>
</tr>
<tr>
<td>Faculty Start-Up Packages (See Note B)</td>
<td>2, 3, 4</td>
<td>3</td>
<td>Incremental</td>
<td>$22,318,000</td>
<td>$0</td>
<td>$36,573,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$11,318,000</td>
<td>$0</td>
<td>$21,573,000</td>
</tr>
<tr>
<td>Affordable Excellence: Undergraduate Student Financial Aid (AccessUVa)</td>
<td>1, 2</td>
<td>1, 2</td>
<td>see below</td>
<td>see below</td>
<td>see below</td>
<td>see below</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Incremental</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Student Success: Total Advising</td>
<td>2, 3, 4</td>
<td>2, 3, 4</td>
<td>Incremental</td>
<td>$2,152,500</td>
<td>$0</td>
<td>$4,411,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Research &amp; Economic Development: Medical Translational Research</td>
<td>4</td>
<td>4</td>
<td>Incremental</td>
<td>$3,000,000</td>
<td>$0</td>
<td>$3,000,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Research &amp; Economic Development: Innovation Ecosystem</td>
<td>3, 4</td>
<td>3, 4</td>
<td>Incremental</td>
<td>$1,804,000</td>
<td>$1,804,000</td>
<td>$4,511,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Student Success: High-Impact Educational Experiences (see Note B)</td>
<td>3</td>
<td>3</td>
<td>Incremental</td>
<td>$251,000</td>
<td>$0</td>
<td>$299,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$251,000</td>
<td>$0</td>
<td>$299,000</td>
</tr>
<tr>
<td>Student Success: Technology-Enhanced Learning (see Note B)</td>
<td>2, 3, 4</td>
<td>2, 3, 4</td>
<td>Incremental</td>
<td>$99,000</td>
<td>$74,000</td>
<td>$652,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reallocation</td>
<td>$25,000</td>
<td>$0</td>
<td>$565,000</td>
</tr>
</tbody>
</table>

**Priority Ranking:**

- 1: Enrollments
- 2: Faculty
- 3: Staff Development
- 4: Funding

**Strategies:**

- SSP Goal: Student Success: Total Advising
- SSP Goal: Research & Economic Development: Medical Translational Research
- SSP Goal: Research & Economic Development: Innovation Ecosystem
- SSP Goal: Quality Enhancement: Self-Supporting Programs
- SSP Goal: Student Success: High-Impact Educational Experiences (see Note B)
- SSP Goal: Student Success: Technology-Enhanced Learning (see Note B)

**Notes:**

- Note A: Indicates strategies that are linked to faculty recruitment and retention.
- Note B: Indicates strategies that are linked to staff development.

---

**Additional Notes:**

- Strategies are aligned with the goals identified in the Statewide Strategic Plan.
- Savings and reallocations are not reported for certain strategies.
- Incremental amounts reflect the net impact of the strategy over the six-year period.

---

**Instructions:** In the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Statewide Strategic Plan. Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).
### ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)

#### Biennium 2016-2018 (7/1/16-6/30/18)

<table>
<thead>
<tr>
<th>Strategies (Short Title)</th>
<th>SSP Goal</th>
<th>Cost: Incremental, Savings, Reallocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Collaboration: The Virginia Community College System (VCCS)</td>
<td>1, 2, 3, 4</td>
<td>Incremental: $19,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Savings: $0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reallocation: $0</td>
</tr>
<tr>
<td>Organizational Excellence – Resource Alignment and Optimization</td>
<td>3</td>
<td>Incremental: $3,700,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Savings: $0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reallocation: $4,864,000</td>
</tr>
<tr>
<td>Research &amp; Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)</td>
<td>4</td>
<td>Incremental: $0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Savings: $0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reallocation: $0</td>
</tr>
<tr>
<td>Student Success: Serving Virginia’s Veterans and Military through Collaboration</td>
<td>2, 3, 4</td>
<td>Incremental: $0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Savings: $0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reallocation: $0</td>
</tr>
</tbody>
</table>

#### Biennium 2018-2020 (7/1/18-6/30/20)

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Collaboration: The Virginia Community College System (VCCS)</td>
</tr>
<tr>
<td>Organizational Excellence</td>
</tr>
<tr>
<td>Research &amp; Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)</td>
</tr>
<tr>
<td>Student Success: Serving Virginia’s Veterans and Military through Collaboration</td>
</tr>
</tbody>
</table>

#### Biennium 2020-2022 (7/1/20-6/30/22)

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Collaboration: The Virginia Community College System (VCCS)</td>
</tr>
<tr>
<td>Organizational Excellence</td>
</tr>
<tr>
<td>Research &amp; Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)</td>
</tr>
<tr>
<td>Student Success: Serving Virginia’s Veterans and Military through Collaboration</td>
</tr>
</tbody>
</table>

### Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need

#### 2016-2018 Biennium

<table>
<thead>
<tr>
<th>Items</th>
<th>2016-2017</th>
<th>2017-2018</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Incremental Cost from Academic Plan¹</td>
<td>Total Incremental Cost from Academic Plan¹</td>
<td>Total Incremental Cost from Academic Plan¹</td>
</tr>
<tr>
<td></td>
<td>Total Amount</td>
<td>Amount From Tuition Revenue</td>
<td>Total Amount</td>
</tr>
<tr>
<td></td>
<td>$54,471,500</td>
<td>$15,692,000</td>
<td>$90,105,000</td>
</tr>
<tr>
<td>Increase T&amp;R Faculty Salaries²</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>T&amp;R Faculty Salary Increase Rate³</td>
<td>4.75%</td>
<td>4.75%</td>
<td>3.00%</td>
</tr>
<tr>
<td>Increase Admin. Faculty Salaries⁴</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Admin. Faculty Salary Increase Rate</td>
<td>3.00%</td>
<td>3.00%</td>
<td>3.00%</td>
</tr>
<tr>
<td>Increase Classified Staff Salaries² (See Note D)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Classified Salary Increase Rate</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Increase University Staff Salaries⁵</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>University Staff Salary Increase Rate</td>
<td>3.00%</td>
<td>3.00%</td>
<td>3.00%</td>
</tr>
<tr>
<td>Increase Number of Full-Time T&amp;R Faculty⁶ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Full-Time T&amp;R Faculty⁶ (FTE)</td>
<td>24</td>
<td>0</td>
<td>42</td>
</tr>
<tr>
<td>Increase Number of Full-Time Admin. Faculty⁶ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Full-Time Admin. Faculty⁶ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of Part-Time Faculty⁶ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Part-Time Faculty⁶ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

---

¹ Includes tuition, fees, and state appropriations.
² excludes non-tuition revenue.
³ Increase rates apply to the base salary.
⁴ No defined full-time equivalent (FTE) for administrative faculty.
⁵ University staff includes administrative and support staff.
⁶ T&R includes tenured and tenure-track faculty.

---

Updated: 9/3/2015

---

Notes:

C. Total Incremental Cost from Academic Plan includes tuition, fees, and state appropriations.

D. Classified Staff Salaries include administrative and non-classified staff salaries.

---

University of Virginia

ACADEMIC AND FINANCIAL PLAN

### ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)

#### Priority Ranking

<table>
<thead>
<tr>
<th>Strategies (Short Title)</th>
<th>Cost: Incremental, Savings, Reallocation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Biennium 2016-2018 (7/1/16-6/30/18)</td>
</tr>
<tr>
<td></td>
<td>2016-2017</td>
</tr>
<tr>
<td></td>
<td>Total Amount</td>
</tr>
<tr>
<td></td>
<td>2017-2018</td>
</tr>
<tr>
<td>Increase Number of Classified Staff ($)</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Classified Staff (FTE)</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of University Staff ($)</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of University Staff (FTE)</td>
<td>0</td>
</tr>
<tr>
<td>Library Enhancement ($)</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Library Enhancement (FTE)</td>
<td>1</td>
</tr>
<tr>
<td>Technology Enhancement ($)</td>
<td>$1,850,000</td>
</tr>
<tr>
<td>Technology Enhancement (FTE)</td>
<td>3</td>
</tr>
<tr>
<td>O&amp;M for New Facilities ($)</td>
<td>$0</td>
</tr>
<tr>
<td>O&amp;M for New Facilities (FTE)</td>
<td>0</td>
</tr>
<tr>
<td>Utility Cost Increase</td>
<td>$1,267,000</td>
</tr>
<tr>
<td>NGF share of state authorized salary increase/bonus</td>
<td>$0</td>
</tr>
<tr>
<td>Fringe/health insurance benefits increase</td>
<td>$4,630,000</td>
</tr>
<tr>
<td>VRS increase</td>
<td>$500,000</td>
</tr>
<tr>
<td>Additional In-State Student Financial Aid From Tuition Revenue</td>
<td>$2,328,000</td>
</tr>
<tr>
<td>Others (Specify, insert lines below)</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Additional Funding Need</strong></td>
<td><strong>$66,346,500</strong></td>
</tr>
</tbody>
</table>

**SCHEV Notes**

1. Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
2. If planned, enter the cost of any institution-wide increase.
3. Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
4. Enter number of FTE change over the FY2016 level in appropriate columns.

**UVA Notes**

Note A: Faculty Recruitment and Retention includes salary increases for existing faculty and estimated costs of generational turnover (i.e., new faculty)

Note B: Amounts listed as "Reallocation" are funded, in-whole or in-part, from private sources

Note C: Percentage increases reflect strategic institutional increase above state authorized increase of 2%. Dollar amounts reflect portion of state authorized increase funded from institutional sources (tuition revenue).

Note D: Classified staff increase for FY2015-16 includes 2% base pay increase and compression adjustment ($1,34 million).
### E&G Programs

<table>
<thead>
<tr>
<th>Item</th>
<th>2014-2015 (Estimated)</th>
<th>2015-2016 (Estimated)</th>
<th>2016-2017 (Planned)</th>
<th>2017-2018 (Planned)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate, In-State</td>
<td>$16,932</td>
<td>$122,134,315</td>
<td>$11,577</td>
<td>$12,420</td>
</tr>
<tr>
<td>Undergraduate, Out-of-State</td>
<td>$40,119</td>
<td>$196,877,269</td>
<td>$41,643</td>
<td>$42,088</td>
</tr>
<tr>
<td>Graduate, In-State</td>
<td>$14,692</td>
<td>$32,531,222</td>
<td>$15,311</td>
<td>$15,847</td>
</tr>
<tr>
<td>Graduate, Out-of-State</td>
<td>$24,698</td>
<td>$70,193,933</td>
<td>$25,425</td>
<td>$26,315</td>
</tr>
<tr>
<td>Law, In-State</td>
<td>$49,694</td>
<td>$13,968,392</td>
<td>$51,839</td>
<td>$53,653</td>
</tr>
<tr>
<td>Law, Out-of-State</td>
<td>$52,694</td>
<td>$38,823,760</td>
<td>$54,839</td>
<td>$56,756</td>
</tr>
<tr>
<td>Medicine, In-State</td>
<td>$43,416</td>
<td>$17,589,856</td>
<td>$55,089</td>
<td>$55,089</td>
</tr>
<tr>
<td>Medicine, Out-of-State</td>
<td>$54,024</td>
<td>$70,193,933</td>
<td>$55,089</td>
<td>$55,089</td>
</tr>
<tr>
<td>Dentistry, In-State</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Dentistry, Out-of-State</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>PharmD, In-State</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>PharmD, Out-of-State</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Veterinary Medicine, In-State</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Veterinary Medicine, Out-of-State</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Other NGF</td>
<td>$34,932,000</td>
<td>$36,303,000</td>
<td>$37,210,575</td>
<td>$38,140,839</td>
</tr>
<tr>
<td>Total E&amp;G Revenue - Gross</td>
<td>$542,406,655</td>
<td>$572,164,733</td>
<td>$596,197,057</td>
<td>$621,201,673</td>
</tr>
<tr>
<td>Total E&amp;G Revenue - Net of Financial Aid</td>
<td>$450,857,667</td>
<td>$489,992,638</td>
<td>$518,126,456</td>
<td>$547,083,083</td>
</tr>
<tr>
<td>E&amp;G Revenue Used for Faculty Salary Increases</td>
<td>$3,041,343</td>
<td>$6,707,343</td>
<td>$11,074,343</td>
<td>$13,969,343</td>
</tr>
<tr>
<td>Average F&amp;T Faculty Salary Increase Rate</td>
<td>4.75%</td>
<td>4.75%</td>
<td>4.75%</td>
<td>3.00%</td>
</tr>
</tbody>
</table>

### Mandatory Non-E&G Fees

<table>
<thead>
<tr>
<th>Item</th>
<th>2014-2015 (Estimated)</th>
<th>2015-2016 (Estimated)</th>
<th>2016-2017 (Planned)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$2,066</td>
<td>$2,121</td>
<td>$2,174</td>
</tr>
<tr>
<td>Graduate</td>
<td>$2,066</td>
<td>$2,121</td>
<td>$2,174</td>
</tr>
<tr>
<td>Law</td>
<td>$2,066</td>
<td>$2,121</td>
<td>$2,174</td>
</tr>
<tr>
<td>Medicine</td>
<td>$2,066</td>
<td>$2,121</td>
<td>$2,174</td>
</tr>
<tr>
<td>Dentistry</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>PharmD</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total Auxiliary Revenue (ALL including room and board)</td>
<td>$192,244,000</td>
<td>$209,475,777</td>
<td>$211,976,353</td>
</tr>
</tbody>
</table>

### Other Programs

<table>
<thead>
<tr>
<th>Item</th>
<th>2014-2015 (Estimated)</th>
<th>2015-2016 (Estimated)</th>
<th>2016-2017 (Planned)</th>
<th>2017-2018 (Planned)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Financial Aid (Program 108)</td>
<td>$91,549,088</td>
<td>$102,172,097</td>
<td>$108,070,601</td>
<td>$114,118,590</td>
</tr>
<tr>
<td>Sponsored Programs (Program 110)</td>
<td>$278,512,000</td>
<td>$280,961,000</td>
<td>$285,440,000</td>
<td>$289,210,000</td>
</tr>
<tr>
<td>Unique Military Activities</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Other (Specify)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Last Revised: 9/3/2015
<table>
<thead>
<tr>
<th>Academic Year</th>
<th>T&amp;F Used for Financial Aid</th>
<th>Gross Tuition Revenue</th>
<th>Tuition Revenue for Financial Aid (Program 108)</th>
<th>% Revenue from Tuition Revenue</th>
<th>Distribution of Financial Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-14 (Actual)</td>
<td>Undergraduate, In-State</td>
<td>$109,816,710</td>
<td>$14,770,521</td>
<td>15.8%</td>
<td>$14,770,521</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$91,057,512</td>
<td>$27,682,432</td>
<td>17.2%</td>
<td>$27,682,432</td>
</tr>
<tr>
<td></td>
<td>Graduate, In-State</td>
<td>$30,221,038</td>
<td>$5,495,431</td>
<td>17.9%</td>
<td>$5,495,431</td>
</tr>
<tr>
<td></td>
<td>Graduate, Out-State</td>
<td>$53,722,742</td>
<td>$25,731,921</td>
<td>47.5%</td>
<td>$25,731,921</td>
</tr>
<tr>
<td></td>
<td>First Professional, In-State</td>
<td>$3,347,932</td>
<td>$1,763,630</td>
<td>53.8%</td>
<td>$1,763,630</td>
</tr>
<tr>
<td></td>
<td>First Professional, Out-State</td>
<td>$54,177,345</td>
<td>$4,476,561</td>
<td>8.6%</td>
<td>$4,476,561</td>
</tr>
<tr>
<td></td>
<td>Total In-State</td>
<td>$170,788,329</td>
<td>$32,029,982</td>
<td>18.7%</td>
<td>$32,029,982</td>
</tr>
<tr>
<td></td>
<td>Additional In-State</td>
<td>$49,040,055</td>
<td>$21,414,262</td>
<td>44.0%</td>
<td>$21,414,262</td>
</tr>
<tr>
<td>2015-16 (Estimated)</td>
<td>Undergraduate, In-State</td>
<td>$122,134,315</td>
<td>$16,452,360</td>
<td>13.5%</td>
<td>$16,452,360</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$100,738,242</td>
<td>$25,680,030</td>
<td>25.5%</td>
<td>$25,680,030</td>
</tr>
<tr>
<td></td>
<td>Graduate, In-State</td>
<td>$32,531,222</td>
<td>$5,789,190</td>
<td>17.8%</td>
<td>$5,789,190</td>
</tr>
<tr>
<td></td>
<td>Graduate, Out-State</td>
<td>$71,993,212</td>
<td>$15,317,323</td>
<td>21.5%</td>
<td>$15,317,323</td>
</tr>
<tr>
<td></td>
<td>First Professional, In-State</td>
<td>$29,389,309</td>
<td>$1,872,752</td>
<td>6.1%</td>
<td>$1,872,752</td>
</tr>
<tr>
<td></td>
<td>First Professional, Out-State</td>
<td>$56,393,616</td>
<td>$5,820,770</td>
<td>10.3%</td>
<td>$5,820,770</td>
</tr>
<tr>
<td></td>
<td>Total In-State</td>
<td>$250,616,533</td>
<td>$61,042,102</td>
<td>24.3%</td>
<td>$61,042,102</td>
</tr>
<tr>
<td></td>
<td>Total from Finance-T&amp;F worksheet</td>
<td>$52,240,055</td>
<td>$50,549,088</td>
<td>100.0%</td>
<td>$50,549,088</td>
</tr>
<tr>
<td></td>
<td>In-State Sub-Total</td>
<td>$184,015,586</td>
<td>$24,114,262</td>
<td>15.1%</td>
<td>$24,114,262</td>
</tr>
<tr>
<td>2016-17 (Planned)</td>
<td>Undergraduate, In-State</td>
<td>$130,762,991</td>
<td>$25,021,316</td>
<td>17.8%</td>
<td>$25,021,316</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$207,287,858</td>
<td>$31,813,773</td>
<td>15.4%</td>
<td>$31,813,773</td>
</tr>
<tr>
<td></td>
<td>Graduate, In-State</td>
<td>$35,189,962</td>
<td>$5,989,013</td>
<td>17.5%</td>
<td>$5,989,013</td>
</tr>
<tr>
<td></td>
<td>Graduate, Out-State</td>
<td>$79,985,286</td>
<td>$11,388,854</td>
<td>14.3%</td>
<td>$11,388,854</td>
</tr>
<tr>
<td></td>
<td>First Professional, In-State</td>
<td>$25,048,950</td>
<td>$1,976,154</td>
<td>7.8%</td>
<td>$1,976,154</td>
</tr>
<tr>
<td></td>
<td>First Professional, Out-State</td>
<td>$57,577,704</td>
<td>$6,013,795</td>
<td>10.5%</td>
<td>$6,013,795</td>
</tr>
<tr>
<td></td>
<td>Total In-State</td>
<td>$232,564,133</td>
<td>$101,122,007</td>
<td>43.6%</td>
<td>$101,122,007</td>
</tr>
<tr>
<td></td>
<td>Total from Finance-T&amp;F worksheet</td>
<td>$672,164,133</td>
<td>$101,122,007</td>
<td>15.1%</td>
<td>$101,122,007</td>
</tr>
<tr>
<td></td>
<td>In-State Sub-Total</td>
<td>$195,010,263</td>
<td>$32,947,735</td>
<td>15.1%</td>
<td>$32,947,735</td>
</tr>
<tr>
<td></td>
<td>Additional In-State</td>
<td>$10,994,417</td>
<td>$8,833,473</td>
<td>80.3%</td>
<td>$8,833,473</td>
</tr>
<tr>
<td>2017-18 (Planned)</td>
<td>Undergraduate, In-State</td>
<td>$140,288,968</td>
<td>$27,287,005</td>
<td>19.5%</td>
<td>$27,287,005</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$214,848,733</td>
<td>$33,979,181</td>
<td>15.7%</td>
<td>$33,979,181</td>
</tr>
<tr>
<td></td>
<td>Graduate, In-State</td>
<td>$36,430,974</td>
<td>$5,138,925</td>
<td>15.0%</td>
<td>$5,138,925</td>
</tr>
<tr>
<td></td>
<td>Graduate, Out-State</td>
<td>$76,640,873</td>
<td>$2,487,454</td>
<td>32.1%</td>
<td>$2,487,454</td>
</tr>
<tr>
<td></td>
<td>First Professional, In-State</td>
<td>$29,048,650</td>
<td>$1,976,154</td>
<td>6.7%</td>
<td>$1,976,154</td>
</tr>
<tr>
<td></td>
<td>First Professional, Out-State</td>
<td>$55,203,408</td>
<td>$6,142,199</td>
<td>11.1%</td>
<td>$6,142,199</td>
</tr>
<tr>
<td></td>
<td>Total In-State</td>
<td>$259,787,837</td>
<td>$49,010,690</td>
<td>18.7%</td>
<td>$49,010,690</td>
</tr>
<tr>
<td></td>
<td>Total from Finance-T&amp;F worksheet</td>
<td>$696,197,807</td>
<td>$50,010,690</td>
<td>7.3%</td>
<td>$50,010,690</td>
</tr>
<tr>
<td></td>
<td>In-State Sub-Total</td>
<td>$206,552,968</td>
<td>$35,467,787</td>
<td>17.0%</td>
<td>$35,467,787</td>
</tr>
<tr>
<td></td>
<td>Additional In-State</td>
<td>$11,542,705</td>
<td>$2,514,052</td>
<td>21.8%</td>
<td>$2,514,052</td>
</tr>
<tr>
<td></td>
<td>Additional In-State from Financial Plan</td>
<td>$2,388,000</td>
<td>$2,388,000</td>
<td>100.0%</td>
<td>$2,388,000</td>
</tr>
</tbody>
</table>

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

Note B: The actual allocation of financial aid to in-state and out-of-state undergraduates from tuition is dependent on other sources available for undergraduate financial aid. Total financial aid allocated to undergraduates through Access Virginia, of which $30,571,690 is not desired, just the portion that was required to be funded from tuition revenues. We maximize all other sources of funding for our comprehensive financial aid plan first, then fill any remaining gap to meet 100% of need from tuition. Therefore, depending on the availability of other sources, the amount from tuition may vary. Traditionally we have more "other" sources available for in-state.

**University of Virginia**

**INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH**

**Background**

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23-4.4 (B) of the Code of Virginia. Assignment of IP interests to persons or nongovernmental entities and the value of funds from persons or nongovernmental entities to support IP research are captured by the worksheet. Information is sought on research that yields IP regardless of the project’s intent. Information is sought about IP transferred as a result of either basic or applied research. The worksheet is structured to capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.

**Data Collection**

*Special Note: The information requested below pertains to the institution as well as any affiliated entity.*

<table>
<thead>
<tr>
<th>FY 2014-2015</th>
<th>Principal Place of Business in VA</th>
<th>Principal Place of Business outside VA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of assignments of intellectual property interests to persons or nongovernmental entities</td>
<td>16</td>
<td>55</td>
</tr>
<tr>
<td>Value of funds from persons or nongovernmental entities to support intellectual property research</td>
<td>$6,430,745</td>
<td>$61,614,778</td>
</tr>
<tr>
<td>Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:</td>
<td>Patents Type - Design</td>
<td>Patents Type - Plant</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

**Definitions**

**Assignment:** A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing licenses.

**Design Patent:** A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

**Intellectual Property:** Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to recreate, emulate, or manufacture them.

**Nongovernmental Entities:** An entity not associated with any federal, national or local government.

**Patent:** A property right granted by the Government of the United States of America to an inventor "to exclude others from making, using, offering for sale, or selling the invention throughout the United States or importing the invention into the United States" for a limited time in exchange for public disclosure of the invention when the patent is granted.

**Plant Patent:** A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant.

**Sponsored Research:** Research that is supported and compensated by a sponsoring agency.

**Utility Patent:** A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine, article of manufacture, or composition of matter, or any new and useful improvement thereof.

**Value of Funds:** Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.
A. Institutional Mission

The University of Virginia’s mission is reflected in its Mission Statement that was revised in 2013. SCHEV approved the mission statement on January 24, 2014, to be effective 30 days following adjournment of the 2014 General Assembly.

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

We are defined by:

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

The University of Virginia’s current strategic plan, the Cornerstone Plan, was approved in November 2013 and implemented starting in the 2014-2015 academic year. The Cornerstone Plan identifies five “pillars” that provide strategic direction for the University and further the goals of the Statewide Strategic Plan and the Virginia Higher Education Opportunity Act (HEOA). These five “pillars” are:

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 distinguished faculty.
5) Steward the University’s resources to promote academic excellence and affordable access.

Over the last several years, U.Va. has worked to align various planning efforts into a multi-year planning process that will be updated regularly. The 16 key strategies/priorities outlined in the Six-Year Plan align directly with the University’s Cornerstone Plan and multi-year financial plan; advance the priorities of the Commonwealth, primarily the objectives of the Virginia Higher Education Opportunity Act and the goals and strategies of the Statewide Strategic Plan; and will enhance the quality of education, research, and service at the University.

SIX-YEAR PLAN STRATEGIES

Priority 1 – Enrollment Growth

To increase enrollment of Virginia students, implement Board of Visitors approved plan for enrollment growth with approximately 33 to 40 percent of growth targeted in STEM-H disciplines. Undergraduate on-Grounds enrollment growth targets are 200 in 2016-17 (over 2015-16) and 88 in 2017-18 (over 2016-17) for a total growth of 288 students over the 2016-18 biennium. Because of an unexpectedly high yield rate among first-year students in fall 2014, the University exceeded its first-year target by 139 students that year. As a result, the University’s current undergraduate enrollment growth plan, scheduled to reach completion in 2018-19, will be fulfilled one year early (in 2017-18). For 2016-18, the on-Grounds graduate and professional enrollment growth is estimated to be 159 students.

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

STATE GOALS: 2, 4
TJ21 OBJECTIVES: E1, E6
CORNERSTONE PLAN PILLARS: 1
**Priority 2 – Faculty Recruitment and Retention**

To increase quality and enhance recruitment and retention, implement Board of Visitors’ four-year plan to address the competitiveness of faculty salaries. The University, along with other institutions of higher learning, faces a dramatic generational turnover in faculty during the coming decade. To approach the generational turnover from a position of strength, the University will improve the average faculty salary at each rank to the 20th position of its Association of American Universities (AAU) peers. We have not made as much progress as we anticipated, increasing our overall rank to 27 from 34 in 2013-14, but falling one spot to 28 in 2014-15. The Board has asked the administration to re-examine what it will take to reach our goal.

STATE GOALS: 3  
TJ21 OBJECTIVES: D  
CORNERSTONE PLAN PILLARS: 4

**Priority 3 – Staff Development**

To increase quality and enhance recruitment and retention, improve compensation for University and classified staff. The long-term plan is to move to competitive ranges for all University staff. Total incremental costs assume no state-authorized salary increase for classified staff since instructions direct institutions to assume no incremental general funds. A three percent Board of Visitors authorized merit increase pool for University staff and administrative/professional faculty is included in the budget for the two-year period. In addition, we will continue our focus on building staff leadership at all levels by offering more opportunities for experiential learning assignments, coaching, career advising, and training for leaders across the University. Supporting initiatives include, but are not limited to:

- Succession Development Program — Year-long program that prepares employees for possible future leadership roles and provides opportunities for personal development.
- Executive Onboarding Program — Six-month program to integrate new senior-level managers and executives to U.Va.
- Exceptional Assistants’ Seminar Series — Program designed to enhance administrative skills, broaden understanding of the University culture and to introduce program graduates to a network that focuses on personal development, mentoring, and community service.
- Leadership Essentials — Program designed to give new managers the basic knowledge, skills, and abilities needed to succeed at U.Va.
- Leadership Strategies — Explores a variety of topical issues relating to both the mission of the University and the leadership competence of its managers.
- Grounds for Success — Comprehensive, three-step orientation experience: (1) in-person program; (2) e-learning modules to be completed within two weeks of the in-person component; and (3) follow-up checklist to assist new employees in their transition to the University and in jumpstarting a successful career at the University.
Priority 4 – Faculty Start-Up Packages
To increase degree production in STEM-H disciplines, implement plan to provide sufficient start-up packages and space to accommodate new STEM-H faculty associated with enrollment growth and retirement turnover.

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

Based on expected retirements and new hiring we estimate the need for 54 start-up packages in over the 2016-18 biennium. The projected payouts are $32.87 in FY2016-17 and $47.12 in FY2017-18. Start-up packages are normally paid out over three years.

Priority 5 – Affordable Excellence: Undergraduate Student Financial Aid (AccessUVa)
The University of Virginia’s Board of Visitors authorized AccessUVa in February 2004 to ensure that an undergraduate education at the University would be available to all students regardless of their financial circumstances. The program has been successful in increasing socioeconomic diversity, reducing student loan debt and meeting 100 percent of need for all of the University’s undergraduate students. This program continues to bring the University significant recognition as the premier need-based aid program for a public institution in the United States.

In 2014-15, the University’s Board of Visitors charged a subcommittee to recommend strategies to further improve affordability and predictability for Virginians with financial need. As a result, in March 2015, the Board of Visitors approved a plan that will reduce the maximum need-based indebtedness for Virginians by $10,000: maximum loans will decrease from $14,000 to $4,000 for low-income Virginians and from $28,000 to $18,000 for all other Virginians who demonstrate financial need. In addition, the University will offer to Virginia students who enroll in Fall 2015 or later, the option of a four-year, fixed-price base tuition at a reasonable premium. In the initial offering 170 students have selected the guaranteed option.
Section C includes additional information on the structure of AccessUVa and how aid is distributed to families of different income levels.

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

**STATE GOALS: 1, 2**  
**TJ21 OBJECTIVES: A, E5**  
**CORNERSTONE PLAN PILLARS: 5**

**Priority 6 – Student Success: Total Advising**  
To improve retention and graduation rates, the University will continue to pioneer “total advising,” a multidimensional process that combines high-quality academic advising, career advising, and coaching, includes an online portfolio, and capitalizes on relationships with U.Va. alumni.

Supporting initiatives include, but are not limited to:

- Continuing growth of the College Advising Fellows and College Advising Seminars (COLAs), concurrent with enrollment growth.
- Continuing development of a total advising center designed to enhance student access to and awareness of academically-related curricular and co-curricular interests.
- Expanding support to assist students in securing national and international scholarships and fellowships.
- Continuing implementation of a re-envisioning of the University’s approach to career advising and career development.

**STATE GOALS: 2, 3, 4**  
**TJ21 OBJECTIVES: D, E3, E5, E6, E8, E10, E12**  
**CORNERSTONE PLAN PILLARS: 1, 3**

**Priority 7 – Research & Economic Development: Pan-University Research Priorities**  
To increase research, including regional and public-private collaboration, continue development of and support for pan-University research priorities: (1) systems bioscience, bioengineering, neuro and cognitive science; (2) computational systems science and modeling (i.e. “Data Science,” and automata computing); (3) environment, sustainability and resilience; and (4) energy systems. The University will also pursue additional pan-University or school-specific research priorities, not included above, when faculty expertise converges with opportunities presented by private enterprise, local and state government, the federal government, and/or other strategic initiatives.
Supporting initiatives include, but are not limited to:

- Increasing research support from large corporations, small businesses, NGOs, foundations, venture capitalists, state government, local government, and non-traditional federal agencies. Continuing and expanding partnerships with:
  - major companies through U.Va.’s Strategic Corporate Partner program;
  - the Commonwealth Center for Advanced Logistics Systems (CCALS).
  - the Commonwealth Center for Advanced Manufacturing (CCAM).
- Increasing library support for collaborative research, particularly with respect to “Data Science.”
- Leveraging the U.Va. Research Park to serve the local defense community, provide a transition zone for successful startup companies, and optimize space allocation for the University.
- Establishing a research resources center to better enable faculty (in particular new faculty hires) to have access to training and support for increased quality proposals to agencies and foundations, and support of multi-investigator interdisciplinary research proposals.

STATE GOALS: 3, 4
TJ21 OBJECTIVES: E8, E10, E11, E13
CORNERSTONE PLAN PILARS: 2, 3, 4

Priority 8 – Research & Economic Development: Medical Translational Research
Increase research and expand medical translational research, including cancer clinical trials and focused ultrasound surgery, so that laboratory discoveries are converted into new methods to diagnose and treat illness and augment cancer outreach and prevention activities.

STATE GOALS: 4
TJ21 OBJECTIVES: E8
CORNERSTONE PLAN PILARS: 2, 4

Priority 9 – Research & Economic Development: Innovation Ecosystem
To increase research and promote economic development, enhance the innovation ecosystem. Supporting initiatives include, but are not limited to:

- Continuing implementation of the U.Va. Economic Development Accelerator (UVEDA), designed to facilitate knowledge transfer and business development around University research and innovation, including a proof-of-concept seed fund.
- Continuing to work with the Licensing and Ventures Group to increase deal flow.
- Increasing the number of successful start-up companies generated from U.Va. research.
STATE GOALS: 3, 4
TJ21 OBJECTIVES: E8, E12
CORNERSTONE PLAN PILLARS: 2, 4, 5

Priority 10 – Quality Enhancement: Self-Supporting Programs
To maintain and enhance programmatic quality of self-supporting programs (business, data science, graduate commerce, and law), incremental revenue generated by these programs will be used to fund their respective increases in financial aid, utilities and facility maintenance, electronic library resources, and academic programs.

STATE GOALS: 4
TJ21 OBJECTIVES: E13
CORNERSTONE PLAN PILLARS: 1, 3, 4, 5

Priority 11 – Student Success: High-Impact Educational Experiences
As part of the University’s strategic plan, continue support for high-impact educational experiences that complement and enhance classroom learning and prepare students for life after graduation. High-impact educational experiences encompass a broad array of experiential learning opportunities including, but not limited to:

- Meaningful research with faculty;
- Community engagement and public service;
- Entrepreneurial experiences;
- Global experiences; and
- Internships and externships.

Specific initiatives for the 2016-18 biennium include expanded support for students seeking internships and increased financial support for undergraduate research opportunities.

STATE GOALS: 3
TJ21 OBJECTIVES: D
CORNERSTONE PLAN PILLARS: 1, 3, 4

Priority 12 – Student Success: Technology-Enhanced Learning
To increase access, continue growth and development of academic programs and coursework using technology-enhanced instruction. At present, the University offers 19 certificate programs and 21 degree programs that meet the distance education definition of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). In 36 of these 40 programs, students may earn more than 50 percent of the program through distance education. In addition, the University is heavily focused on enhancing the use of technology in its residential curriculum.

University of Virginia
July 1, 2015
Supporting initiatives include, but are not limited to:

- Continuing graduate program offerings through the Commonwealth Graduate Engineering Program (CGEP).
- Continuing implementation of the Bachelor of Professional Studies (B.P.S.) in Health Sciences Management, an online undergraduate degree program.
- Implementing expanded online graduate program offerings in (1) administration and supervision, (2) curriculum and instruction, and (3) special education, through the Curry School of Education.
- Continuing partnership with George Mason University, James Madison University, Old Dominion University, and Virginia Tech through the 4-VA course-sharing initiative using Cisco TelePresence technology.
- Continuing partnership with Duke University through a course-sharing initiative using Cisco TelePresence technology. Expansion of the partnership to Vanderbilt University in fall 2015.
- Developing new online certificate programs (such as federal acquisition) and continuing migration of existing certificate programs (such as accounting) to online formats.
- Continuing partnership with Coursera to offer massive open online courses (MOOCs), including expansion into specializations, professional development coursework for educators, and courses targeted towards University alumni.
- Investing in production facilities and classrooms required to place the University at the forefront of efforts that enrich traditional in-class activities with Web-based or digital technologies.
- Continuing the Course Redesign Institute, an interdisciplinary program in which faculty design or substantially redesign courses to promote significant, long-term learning.

STATE GOALS: 2, 3, 4
TJ21 OBJECTIVES: C, E1, E6, E10
CORNERSTONE PLAN PILLARS: 1, 3, 5

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

To increase degree completion for Virginians with partial credit:

- Developing a guaranteed admission agreement (GAA) with the VCCS for the Bachelor of Interdisciplinary Studies (BIS) program.
- Continuing expansion of the BIS program to Thomas Nelson Community College (current sites include Charlottesville, Tidewater Community College, Northern Virginia Community College, and the Richmond Center).
- Continuing implementation of the Bachelor of Professional Studies in Health Sciences Management program, an online undergraduate degree program developed in cooperation with the VCCS.
- Continuing implementation of the GAA with the VCCS for the Bachelor of Professional Studies in Health Sciences Management program and for the RN to BSN program.
• Continuing implementation of the RN to BSN distance learning initiative with Germanna Community College (GCC).

STATE GOALS: 1, 2, 3, 4
TJ21 OBJECTIVES: E1, E2, E3, E4, E6, E7, E10, E13
CORNERSTONE PLAN PILLARS: 1, 3, 5

Priority 14 – Organizational Excellence – Resource Alignment and Optimization
As one of the nation’s premier public universities, the University of Virginia pursues innovation, quality and improvement leading to effective stewardship of its resources. Building upon the success of the institution’s improvement program established in 1994, a formal program of Organizational Excellence (OE) was established in August 2013 as part of the University’s Cornerstone Strategic Plan. The OE program seeks opportunities to enhance stewardship of resources — through resource optimization and resource alignment to support and advance institutional priorities and mission activities. Both the academic schools and administrative units contribute to the overall goals of organizational excellence.

The total estimated savings and reallocations for FY2016-17 are $20.4 million and for FY2017-18 are $21.6 million.

Process and Service Delivery Improvements
Service delivery improvements involve the optimization of resources through a variety of means including, but not limited to, consolidations, new delivery models, and discontinuation of obsolete or underutilized services. Other process improvements often result in effort savings, cost avoidance, and enhanced services and allow effort savings to be redirected to higher value activity.

Examples:
• Begin year one implementation of redesigned high-performing and efficient human resources service model across the enterprise, including academic division and medical center, to advance the University’s goals and aspirations.
• Consolidate servers and data centers for more efficient maintenance, higher quality services, cost-savings, and increased data security.
• Consolidate email systems to reduce infrastructure costs and enable faculty and staff to engage and communicate more efficiently, a savings of time and effort.
• Complete voice over IP deployment of 26,000 phone lines across the Medical Center and Academic Division.
• Implementation of formal service level agreements between administrative service providers and the schools (internal customers) that describe the services delivered, document service levels, and specify the responsibilities of the provider and the customer.
• Implement fully-integrated travel and expense solution to simplify travel processes for faculty and staff, enable enhanced duty of care reporting, and ensure better compliance with federal export control regulations, and negotiate contracts for cost savings.
• Restructure gift processing to consolidate operations, resulting in expedited, timely and accurate gift recording and receipting.
• Develop and implement a formal administrative review program to assess a unit’s quality, efficiency, and effectiveness of services; and to promote continuous improvement.
• Accrue savings on interest due to debt restructuring.
• Implement second phase of research administration technology support, including an on-line proposal form and budget tool to manage expenditures. Implement other identified research administration improvements.
• Continue strategic sourcing of additional commodities and services (e.g., in-bound freight, promotional products, lab supplies, computer hardware and peripherals).
• Implement an institutional-wide scholarship management system to reduce redundancies in process and enhance tracking.
• Continue with multi-faceted energy conservation program. New activities include participation in the Dominion Virginia Power Community Solar Power Program and leasing roofs on 2 buildings for solar generation.
• Continue to improve space optimization in both owned and leased space

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

Examples:
• Implementation of Early Retirement Incentive Program in fall 2015 provides an opportunity to optimize staffing (approximately 800 staff are eligible).
• Continue efforts to address inefficient organizational structures (i.e., spans of control) through enhanced analytics, education, and consultation.
• Promote opportunities for more flexible staffing - job sharing, rotations, etc.
• Reduction in administrative staff in some areas as a result of discontinuing activities or redistribution of work among staff.

Organizational Capacity for Change
Organizational Capacity refers to targeted efforts to develop the institution’s readiness for change through the development of individuals and effective organizational practices and systems.

Examples:
• Continue to build the internal quality network, a community of practice, providing professional development and opportunities for sharing and scaling solutions across the University.
• Refine change leadership training and offer to additional cohorts.
• Facilitate increased academic-administrative collaborations through councils, advisory committees and other partnerships.
• Implement a decision support reporting tool to enhance data analytics and reporting capabilities, resulting in significant savings of effort to compile and manipulate data and enhancing access to meaningful information for decision-making.

STATE GOALS: 3
TJ21 OBJECTIVES: B, E9, E12
CORNERSTONE PLAN PILLARS: 5

Priority 15 – Research & Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)
Continue and enhance the University’s Southwest Virginia Economic Development Partnership, the Appalachian Prosperity Project, with a continued focus on (1) K-12 education support, (2) business support/entrepreneurship, and (3) access to healthcare. Recent focus has been on regional centers of excellence for advanced manufacturing workforce training, U.Va.’s Cancer Center Without Walls program, town planning assistance, creating new economic development opportunities related to the Clinch River, and the creation of a community and youth development center.

STATE GOALS: 4
TJ21 OBJECTIVES: E13
CORNERSTONE PLAN PILLARS: 2

Priority 16 – Student Success: Serving Virginia’s Veterans and Military through Collaboration
The University will continue to implement the Veterans Access, Choice and Accountability Act of 2014 (“Choice Act”). At this time, the costs associated with implementation are not known.

STATE GOALS: 2, 3, 4
TJ21 OBJECTIVES: E1, E2, E3, E6, E7, E10, E13
CORNERSTONE PLAN PILLARS: 1, 3, 5
C. Financial Aid

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

In 2014-15, the University’s Board of Visitors charged a subcommittee to recommend strategies to further improve affordability and predictability for Virginians with financial need. As a result, in March 2015, the Board of Visitors approved a plan that will reduce the maximum need-based indebtedness for Virginians by $10,000: maximum loans will decrease from $14,000 to $4,000 for low-income Virginians and from $28,000 to $18,000 for all other Virginians who demonstrate financial need. In addition, the University will offer to Virginia students who enroll in Fall 2015 or later, the option of a four-year, fixed-price base tuition at a reasonable premium. In the initial offering 170 students have selected the guaranteed option.

The following table highlights examples of how aid will be awarded to students in Fall 2016 through the AccessUVa program to students from families of different income levels (low = less than 200 percent of federal poverty guidelines; all others = greater than 200 percent of federal poverty guidelines):

<table>
<thead>
<tr>
<th>In-State Total Cost of Attendance</th>
<th>Low Income Family Income &lt; $47k 200% of Poverty or Less Example Income: $0k</th>
<th>Other Students with Need Family Income &gt; $47k 200% of Poverty or Greater Example Income: $70k</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Family Contribution</td>
<td>$1,600</td>
<td>$13,600</td>
</tr>
<tr>
<td>Subsidized Loans¹</td>
<td>$1,000</td>
<td>$3,500</td>
</tr>
<tr>
<td>Work Study</td>
<td>$3,000</td>
<td>$0</td>
</tr>
<tr>
<td>Grants (state, federal, private sources)²</td>
<td>$17,175</td>
<td>$0</td>
</tr>
<tr>
<td>Grants from tuition</td>
<td>$6,157</td>
<td>$11,832</td>
</tr>
<tr>
<td>Unmet Need</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

¹ Subsidized loans for students with need from families with income greater than $47,000 range from $3,500 to $5,000 based on year and cap at $18,000 over four years.
² Fund sources: Federal Pell Grant, $5,775; Federal Supplemental Educational Opportunity Grant (SEOG), $600; Virginia Guaranteed Assistance Program (VGAP), $10,800.
The following chart shows the various sources of funding that comprise the AccessUVa budget, which reached approximately $105.5 million in 2014-15. Institutional grants comprise approximately $47 million of the budget and are taken from unrestricted institutional funds. The remainder of the funding comes from state, federal, and private funds, as well as athletics grants-in-aid.
D. Evaluation of Previous Six-Year Plan

Priority 1 – Enrollment Growth
The previous plan called for undergraduate enrollment growth of 256 in 2014-15 (over 2013-14). Due to an unexpectedly high yield rate for the first-year entering class in fall 2014 and slightly higher than normal retention rates, the actual growth was 512. The previous plan also called for additional growth of 280 undergraduates in fall 2015. The current plan calls for an additional 200 undergraduate students in fall 2015, on top of the growth of 512 the previous year. So the University’s current undergraduate enrollment growth plan, originally scheduled to reach completion in 2018-19, will be fulfilled one year early (in 2017-18).

For graduate and first-professional students, the improving economy has kept more students in the workforce and had a somewhat negative effect on our plans for very modest growth. The previous plan called for growth of 199 students in the 2014-16 biennium. Fall 2014 resulted in growth of only 36 such students and little growth is expected in fall 2015.

Priority 2 – Faculty Compensation
Beginning in 2013-14, the University began increasing faculty compensation in alignment with the Board of Visitors-approved four-year plan to address faculty salary competitiveness with the goal of being ranked at the 20th position among its Association of American University (AAU) peers. Average salary increases of 4.75% were awarded in both 2013-14 and 2014-15. Consequently, the University’s average faculty salary ranking increased from 32nd to 27th in 2013-2014. In 2014-2015, the University’s average faculty salary rank fell slightly to 28th and is $6,500 below the 20th ranked institution. The Board has asked the administration to re-examine how to achieve this goal in a timely manner.

Priority 3 – Staff Compensation
The University has an overall goal for staff salaries of reaching the median paid by our peer group (a combination of AAU institutions as well as private sector organizations). Classified staff are bound by state-authorized salary increases while the Board of Visitors has greater flexibility with regard to University staff salaries. In 2014-15 we distributed a three percent merit-based salary pool to University staff. U.Va.’s University staff salaries currently lag the median by 7% (classified staff are at 99% of the median). In 2015-16, the operating budget includes the two percent across-the-board salary increase for classified staff who “meet expectations” and the $65 per year of service compression adjustment. The budget includes an average two percent salary increase for University staff that will be awarded based on merit. As of June 2015 the University’s staff is 70 percent University staff and 30 percent classified staff.

Priority 4 – Faculty Start-Up Packages
The University is implementing its plan to provide sufficient start-up packages and space to accommodate new STEM-H faculty associated with enrollment growth and retirement turnover. Such faculty require start-up packages to support the renovation of laboratories,
purchase of equipment, hiring of research staff, and training of graduate students, among others, while the research program is being established. It is the expectation that, within a few years, extramural funding will provide support for ongoing costs. Start-up packages do not include base salary support for faculty. In March of 2015, the Board of Visitors approved a multi-year financial plan as part of the Affordable Excellence model that relies on a number of fund sources (e.g. state, private, F&A, Equipment Trust Fund) to address the cost of faculty start-up packages. In addition, the University is utilizing the $4 million general fund appropriation received in 2014 to renovate eleven labs in the College of Arts and Sciences, School of Engineering and Applied Science, and the School of Medicine.

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

In 2014-15, the University’s Board of Visitors charged a subcommittee to recommend strategies to further improve affordability and predictability for Virginians with financial need. As a result, in March 2015, the Board of Visitors approved a plan that will reduce the maximum need-based indebtedness for Virginians by $10,000 over four years: from $14,000 to $4,000 for low-income Virginians and from $28,000 to $18,000 for all other Virginians who demonstrate financial need. In order to fund the additional grant aid required to reduce indebtedness the University raised 2015-16 tuition for entering undergraduate Virginians by $1,000 above the base tuition level. The plan calls for another increase of $1,000 for those Virginian students entering in the Fall of 2016. The plan will be fully implemented with all in-state students paying the same tuition rate after five years. The University has a goal to raise $1 billion in endowment for need-based financial aid which would fully fund the amount of grants funded by tuition today.

In addition, the University will offer to Virginia students who enroll in Fall 2015 or later, the option of a four-year, fixed-price base tuition at a reasonable premium. The price for students entering in the Fall of 2015 is $12,950. We have received applications from 162 students who selected the guaranteed option.

**Priority 6 – Student Success: Total Advising**

The University has retained BrightSpot, a consultancy that specializes in creating “strategies for spaces, services, organizations, and experiences.” BrightSpot is assisting the University with needs assessment to develop a total advising center in Clemons Library (renovation scheduled to begin in fall 2016). By working with the University’s undergraduate schools and students, the University has identified the following characteristics of total advising and the services provided in a total advising center:

- Consist of a blend of physical and digital resources and services.
- Both direct students to resources and actively help students address their needs and make informed decisions.
- Integrate across advising services to create connections, establish a network of advising services and providers, and increase convenience.
- Advisors will act as guides, helping students interact with services and make choices throughout their time at the University.
- Be flexible to support a variety of activities and needs, and provide students with choices in how they would like to receive support.
• Engage and empower students to design and follow their paths.

In fall 2013, the University completed a comprehensive review of undergraduate career services to better meet the career development needs of students. As part of its strategic plan, the University has focused on implementing the recommendations emerging from this review. Recent accomplishments include:
• Development of “career communities” focused on building networks between students and University alumni.
• Launching biannual “Fourth-Year Career Summit,” an intensive two-day program focused on career development and providing students with the skills to conduct a successful employment search.
• Launching Virginia Alumni Mentoring, a program that connects third-year students with alumni who have volunteered to provide insights about the process of choosing and starting a career in a specific field.
• Offering coursework focused on connecting the liberal arts with the world of work.

The University continues to support the expansion of College Advising Seminars (COLAs). COLAs are one-credit, graded seminars open to first-year students in the College of Arts and Sciences. Approximately 80 percent of course content is academic in nature with 20 percent of course content devoted to group advising. COLA instructors continue to serve as a student’s advisor until the selection of a major.
• The University increased COLA sections from 45 to more than 60 in 2014-15, with 83 planned for 2015-16.
• University Career Services (UCS) participated in 40 of these COLAs.
• The School of Engineering and Applied Science (SEAS) piloted a COLA-like course and plans to expand such offerings in subsequent academic years.

Priority 7 – Research & Economic Development: Pan-University Research Priorities
To increase research, including regional and public-private collaboration, continue development of and support for pan-University research priorities: (1) bioscience and engineering; (2) computational systems science and modeling (Data Science and Automata Computing); (3) environment, sustainability and resilience; and (4) energy systems prototyping, research, innovation and technology (ESPRIT). Pursue additional pan-University or school-specific research priorities, not included above, when faculty expertise converges with opportunities presented by private enterprise, local and state government, the federal government, and/or other strategic initiatives.

Bioscience
• Developing new interdisciplinary, cross-Grounds Neuro and Cognitive Science collaborative effort.
• Appointed new faculty leadership to oversee initiative.
• Organized meetings of faculty interested in cognitive science where threads have emerged.
• Youth-Nex in the education school is being expanded to be more interdisciplinary and have a broader participant group and focus.
• A core cognitive science group from Psychology, Biology, Education, and School of Medicine has emerged.

Data Science Institute
• Developed a plan for the Data Sciences Institute which gained approval from the Board of Visitors.
• Identified an inaugural director and developed academic curricula for the Institute.
• Developed a suite of facilities and services for data science that include Analytics and modeling; Data management; and Visualization.
• Designed and implemented Center for Data Ethics, Policy and Law.
• Catalyzed data science across the University through workshops and informative discussions.
• Raised $15M endowment gift plus an additional endowed professorship.
• Inaugural class of Master of Data Science conferred 40 M.S. degrees in May 2015.

Automata Computing
• U.Va. and Micron Technology, Inc. co-founded the Center for Automata Processing to catalyze the growth of an ecosystem around automata processing.
• Established projects through the Center in a variety of areas such as data analytics, natural language processing, bioinformatics, neuromorphic computing, and programming languages.
• Research resulted in two peer-reviewed publications with three manuscripts accepted for publication.
• Center received $525,000 in external funding, including grant from the CIT to develop new software tools. Another $100,000 award from the NSF is expected soon.

Energy Systems (ESPRIT): Max Planck
• Selected to join MAXNET Energy, a new initiative of Germany’s Max Planck Society (MPS). MAXNET Energy is comprised of seven Max Planck Institutes, and U.Va. joins Cardiff University as only external members.
• Partnership allows faculty/students to conduct collaborative research on new energy processes.
• Initially funded seed projects include solar process heat, photo electrocatalysis (sunlight to hydrogen and other fuels), and natural gas to liquid fuels.
• U.Va. and the MPS have committed ~$4M ($2M each) in seed funding over 5 years.
• Preparing externally-supported proposals based upon data gained from seed projects.

Revolutionary Chip Cooling Technology
• University funded groundbreaking research exploring thermal management as it impacts the microprocessor industry.
• Research has the potential to revolutionize the microprocessor industry and the University has a patent-pending for the cooling design of these high-performance computer chips.

• BluTherm is a spinout company based upon U.Va. intellectual property created through this research, which was sponsored by ESPRIT, CRCF and i6 award from Department of Commerce.

Resilience

• Appointed inaugural associate vice president for research, sustainability and the environment.

• Developed initial cross-Grounds inventory of strengths and opportunities.

• Established new collaborations on sustainability with external partners including the Brookings Institution and the Security and Sustainability Forum.

• Facilitated pan-University events on Global Water Day, Earth Day and faculty/staff forum.

• Secured $2.0 million multi-university NSF grant in Coastal Sustainability (U.Va. lead) and $1.5 million from U.S. Department of the Interior in multi-sector partnership to address Coastal Resilience in Virginia (Nature Conservancy lead, U.Va. co-lead).

• Created new Jefferson Trust graduate fellowships to develop future leaders in the major research area of environmental sustainability and resilience ($72,500).

Increasing research support from large corporations, small businesses, NGOs, foundations, venture capitalists, state government, local government, and non-traditional federal agencies.

• Formed partnership with MAXNET Energy, a new initiative of Germany’s Max Planck Society to advance research on new, renewable, environmentally friendly and economical energy sources on an exclusive $4 Million Partnership.

• Joined Rolls-Royce University Technology Centers Network comprising research groups in world-class universities to develop long-term research and technology programs.

• Renewed corporate partnership with AstraZeneca for $4.5 million to greatly speed up the development of novel drugs to treat diseases in several targeted areas.

• Won five state CIT CRCF awards totaling $550,000 to advance science and technology-based research, development, and commercialization to drive economic growth in Virginia.

Continuing and expanding partnerships with major companies through U.Va.’s Strategic Corporate Partner program.

• Worked with partners to sign two additional industry organizing members to the Commonwealth Center for Advanced Manufacturing (CCAM) – Airbus and Alcoa. Each of these companies will fund a minimum of $400,000 per year in research to be conducted at CCAM and member universities (U.Va., VT, VCU, VSU and ODU).

• Altria’s support of University efforts expanded to include funding for need-based scholarships and for high school-based career/college counselors to be based in Richmond area schools through the Virginia college advising corps.
• Named a top university partner school by Northrop Grumman; increased offers for engineering interns and tripled the number of full-time offers.
• Successfully engaged international partners in Asia and identified opportunities for global student experiences, international internships, executive education, and research.

Continuing and expanding partnerships with national defense and intelligence communities through U.Va.’s Applied Research Institute
• Hired a dedicated project team.
• Constructed a Sensitive Compartmented Information Facility (SCIF).
• Hosting second annual conference on national defense and intelligence, bringing together academic, government, and industry partners to discuss topics of interest to the intelligence community.
• Signed an agreement with the Navy Air Warfare Center Aircraft Division to support a variety of research efforts, including work in the area of cyber security and big data analytics, and to provide executive education to military and civilian leaders working with the agency. The first project under the agreement provides $1 million to fund research in the laboratory of chemistry professor James Landers.

Continuing and expanding partnership with the Commonwealth Center for Advanced Logistics Systems (CCALS), whose members include Logistics Management Resources (LMR), Logistics Management Institute (LMI), U.S. Army Combined Arms Support Command (CASCOM) at Fort Lee, and The Port of Virginia
• Partnered with U.Va. Applied Research Institute (ARI) on the Naval Aviation Warfare Center Aircraft Division (NAWCAD) University Partnership contract award.
• CCALS with U.Va. SEAS as the lead, completed a cyber-physical attack research project for the LMI Research Institute
• CCALS with U.Va. School of Engineering and Applied Science (SEAS) as the lead, submitted two research projects for the Commonwealth Research Commercialization Fund (CRCF) FY 2015 Matching Funds Program.
• ORBIS America, Inc has signed a Letter of Intent (LOI) to join CCALS.
• Defense Logistics Agency Operations Research and Resource Analysis (DORRA) is reviewing a LOI to join CCALS as a Government Associate Member.
• Approved entering into a Cooperative Research and Development Agreement (CRADA) with the U.S. Army Research, Development and Engineering Command (RDECOM).

Increasing library support for collaborative research
• Developing new research opportunities in the mass digitization of the historical and cultural record.
• Exploring the growth in the ubiquity and scale of data and its potential to revolutionize the sciences, social sciences, humanities, and arts.
• Embracing cross-disciplinary collaboration to address complex problems; and emerging mandates and changing norms for publicly sharing the process and products of academic research.

University of Virginia
July 1, 2015
• Creating new mechanisms to find and access information in all its forms, from literature and scholarship to data and specialized research materials.

**Leveraging the U.Va. Research Park to serve the local defense community, provide a transition zone for successful startup companies, and optimize space allocation for the University.**

- The University of Virginia Foundation (UVAF) upgraded the U.Va. ARI SCIF space so that it can contract directly with NGIC/DIA and other related defense agencies.
- The Foundation and ARI work with tenants in the Park to develop new business/research opportunities for U.Va. students and faculty as well as for the tenants.
- Opportunity under way exploring the development of a consortium of universities interested in a $25M multi-year contract

**Provide a transition zone for successful startup companies**

- The UVAF has several small laboratories in its Emerging Technology Center at the U.Va. Research Park. Two small startups are currently growing in these spaces.
- Additionally, the UVAF recently converted two different spaces into executive suite spaces called Workspaces 1.0 and 2.0. These spaces offer single suites that are totally furnished and offer Wi-Fi and printing services.
- U.Va. Innovation will move to the renovated Coca-Cola building on Preston Avenue.
- The UVAF/U.Va. Research Park plans to provide casework for the creation of a small laboratory that could accommodate as many as 4 small companies.

**Optimize space allocation for the University**

- By the end of this summer, the University will occupy approximately 140,000 SF of space in the U.Va. Research Park.
- The UVAF is permitted as many as 3.7 million square feet of development rights. Currently, the total built SF in the Park is 500,000 SF.

**Priority 8 – Research & Economic Development: Medical Translational Research**

- During the past year, the Health System’s strategic clinical plan included funds for continuing clinical research grants and infrastructure funding for genomics and clinical effectiveness/outcomes research.
- Funded projects included a Focused Ultrasound trial for Parkinson’s disease, a genomics trial for relapsed pediatric cancers, and a trial evaluating incidence and effects of potential traumatic brain injury (TBI) in young athletes.
- The Health System currently is conducting a protocol to evaluate transcranial MR-guided focused ultrasound of the subthalamic nucleus for the treatment of Parkinson's Disease.
- The NIH has initiated a multi-center national study, led by the U.Va. Department of Neurology, to determine the comparative effectiveness of three drugs against established status epilepticus.
- Cancer center subjects on trials increased 19% over the past year.
- Successful faculty searches were completed for Cancer Center Deputy Director and Associate Director for Clinical Research, Leader, Cancer Prevention and Control
Program, and for outcomes researchers in cancer and in neurosciences. Additional faculty searches are underway for outcomes researchers, including cancer prevention and control.

- The U.Va. Cancer Center is also an inaugural partner in ORIEN (Oncology Research Information Exchange Network) a unique research partnership among North America’s top cancer centers to leverage multiple data sources, including genomic information to match specific patients to targeted treatments – the backbone of precision medicine.
- Extramural funding for clinical research at the School of Medicine increased over 12% from the past year, and the research portfolio has increased translational/clinical focus in neurosciences and cancer.
- The goal of the “Cancer Center Without Walls” is to increase access for the citizens of the Tobacco Region to the revolutionary advances in cancer care including clinical research that are available only at NCI-designated cancer centers such as the University of Virginia Cancer Center. This project is working to build a healthy citizenry by enhancing access to the full spectrum of cutting-edge cancer prevention, risk management and treatment; and also helped build a healthy economy by expanding the health and IT workforce, investing in local healthcare delivery, and retaining clinical expenditures in the Tobacco Region.
  - The $1M grant began January 1, 2013 and lasts 36 months. To date, we have launched efforts in telemedicine (mobile mammography and telemedicine video colposcopy); partnered with the College at Wise to develop and deliver education sessions about clinical research for nurses in Southwest Virginia; conducted a needs assessment that reports the resources available and gaps remaining to build functional cancer research infrastructure in Southwest Virginia; and developed and trained a lay navigator network.
  - Efforts are now expanding to the development of a survivor network and research projects using telemedicine to reduce the travel burden for stem cell transplant patients, provide geriatric assessments, and reduce the risk of cancer recurrence through exercise and diet.

Priority 9 – Research & Economic Development: Innovation Ecosystem
To increase research and promote economic development, enhance the innovation ecosystem. Supporting initiatives include, but are not limited to:

- Continued implementation of the U.Va. Economic Development Accelerator (UVEDA), designed to facilitate knowledge transfer and business development around University research and innovation, including a proof-of-concept fund.
- Developing new funding opportunities for U.Va.-affiliated new venture/technology opportunities.
- Partnering with U.S. Department of Commerce, U.Va. led the Virginia Innovation Partnership (i6 Challenge, http://www.virginia.edu/vpr/i6/) that awarded 18 seed projects statewide, designed to accelerate innovation and economic growth through establishing new licensing deals, publications, research proposals, collaborations, start-up companies, and patent applications. Five of the 18 funded projects were from U.Va.:
  - Scalable synthesis of nano-structured oxides for thermal barrier coatings
Continued implementation of a new relationship between U.Va. and the Licensing and Ventures Group to increase deal flow. Over the past two years, annual disclosures increased over 18% (148 to 176), patents over 40% (26 to 37), and start-up companies by 33% (6 to 8).

Continued comprehensive outreach and networking efforts on Grounds designed to engage more faculty on subjects related to the commercialization process such as intellectual property, new venture creation and innovation.

Executed first of its kind start-up funding and partnership with Pfizer Seed Fund for Neoantigenics.

Supported Series A investment by New Enterprise Associates (NEA) in the U.Va. startup company PsiKick (Benton Calhoun, Ph.D. (SEAS)).

Launched first “Entrepreneur-in-Residence” initiative, brought in a seasoned executive with experience in launching and securing funding for startup companies to work with high potential U.Va. projects and innovators to accelerate the development and launch of new companies to commercialize their discoveries.

**Priority 10 – Quality Enhancement: Self-Supporting Programs**
The University utilized incremental tuition revenue from self-supporting programs (graduate business, graduate commerce, and law) to maintain and enhance programmatic quality. Incremental tuition revenue was allocated to financial aid, utility and facilities maintenance, electronic library resources, and academic programs.

**Priority 11 – Student Success: Student-Faculty Engagement**
High-impact educational experiences are an important component of the University’s identity as a research-intensive institution with a strong residential culture focused on extensive interaction between faculty and students. High-impact educational experiences take many forms including, but not limited to, meaningful research with faculty, community engagement and public service, entrepreneurial experiences, and internships and externships. The following represent a sampling of programs that the University has launched, expanded, and/or continued to support as part of its strategic focus on high-impact educational experiences:

- **Harrison Undergraduate Research Awards**: This program funds outstanding undergraduate research projects to be carried out in the summer and subsequent academic year under the guidance of a faculty member.
- **Undergraduate Student Opportunities in Academic Research (USOAR)**: This program provides rising first-year, second-year, and transfer students who do not have previous significant experience opportunities to participate in paid research opportunities with faculty members within their area of interest.
• **Community Based Undergraduate Research Grant (CBURG):** This program fosters collaborative partnerships between University researchers and the community by providing opportunities for students to develop research projects that apply their academic skills, experiences, and ideas to real world problems.

• **Double Hoo Award:** This program supports pairs of undergraduate and graduate scholars seeking to develop and pursue a research project with guidance from a faculty advisor.

• **Kenan Fellowship:** This program provides students summer grants to conduct research projects that increase public understanding of the Academical Village. These research projects may include architectural or field internships; development of exhibitions and other educational opportunities to inform and engage the public (of all ages) in the history, evolution, and restoration of this World Heritage site; preparation of materials on historic preservation for publication and public distribution; and other educational outreach initiatives.

• **Library of Congress Internships:** The Internship Center in University Career Services organizes student participation in the Library of Congress Knowledge Navigators Program, which provides internships opportunities at the library’s Washington, D.C. and Culpeper, Virginia campuses.

• **University Internship Program:** This program combines academic instruction and work experience in an applied setting under the supervision of UIP liaisons, faculty members, and field supervisors which help students build on knowledge and skills learned from study in their major and in the social sciences generally.

• **Global Internship Program:** The Office of Global Internships works with alumni, university affiliates, and professional connections to offer a number of unique and exciting opportunities for students to participate in internships on four continents and in dozens of industries.

• **Center for Global Health Scholars:** The Center for Global Health organizes this program which allows students to conduct research projects in countries such as South Africa, Rwanda, Guatemala, Zambia and India, as well as the United States, Uganda, Tanzania, Peru and Nicaragua. This research can be conducted independently, on a team, or in partnership with external partners.

• **National Scholarships & Fellowships:** The Center for Undergraduate Excellence (CUE) supports the pursuit of nationally (and internationally) competitive awards that either support or provide high-impact educational experiences. Awards fund opportunities for domestic and international research, study, teaching, and community engagement.

**Priority 12 – Student Success: Technology-Enhanced Learning**

The University continued expanding its distance education offerings, as well as integrating technology into the residential curriculum. During the period of the previous Six-Year Plan, the University:

• Launched the Bachelor of Professional Studies in Health Sciences Management, an online undergraduate degree program.
• Launched the M.S.N. (Clinical Nurse Leader) in Southwest Virginia, offered through distance education and at the Southwest Virginia Higher Education Center.
• Converted existing degree programs in administration and supervision, curriculum and instruction, and special education to distance delivery (while retaining the residential formats for appropriate student audiences).
• Continued graduate program offerings through the Commonwealth Graduate Engineering Program (CGEP).
• Expanded the course-sharing initiative with Duke University to include Vanderbilt University.
• Continued the 4-VA course-sharing initiative with George Mason University, James Madison University, and Virginia Tech.
• Continued the University’s partnership with Coursera to offer massive open online courses (MOOCs), including the development of Coursera “specializations.”
• Hosted an “Innovation in Pedagogy Summit” with representation from institutions across the Commonwealth.

Priority 13 – Institutional Collaboration: The Virginia Community College System (VCCS)
The University continues to collaborate with the Virginia Community College System (VCCS) on a number of initiatives designed to facilitate degree completion and provide access to high-quality academic programs. Accomplishments include:

• Securing approval from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to expand the Bachelor of Interdisciplinary Studies (BIS) program to Thomas Nelson Community College (TNCC). The program will launch at TNCC effective fall 2015 (current sites include Charlottesville, Tidewater Community College, Northern Virginia Community College, and the Richmond Center). Projected enrollments of 6 FTE in FY2016-17 and 12 FTE in FY2017-18.
• After securing SCHEV approval, initiating the Bachelor of Professional Studies in Health Sciences Management (BPHM), an online degree program developed in cooperation with the VCCS. Projected enrollments of 25 FTE in FY2016-17 and 40 FTE in FY2017-18.
  o Negotiating a guaranteed admission agreement (GAA) with VCCS for the BPHM program, effective fall 2015.
• Implementing the guaranteed admission agreement (GAA) with the VCCS for the RN to BSN program.
• Implementing the RN to BSN distance learning initiative with Germanna Community College (GCC).

Priority 14 – Efficiency and Continuous Improvement
Through a variety of efforts, the University achieved approximately $19 million in savings and improvements in 2014-15. Below are examples of these savings and reallocations:

Process and Service Delivery Improvements
• Implemented ResearchUVA, a web-based system to document and track research proposals and awards using an easy to use faculty dashboard with “at a glance” review of proposal and award status.
• Automated several research administration and technology process improvements (e.g., rounding error, close-out checklist, grants and award tracker).
• Completed comprehensive review and analysis of strategic sourcing opportunities. Identified nine key commodities and created a roadmap for implementation. Participating in the recently established Virginia Higher Education Procurement Cooperative.
• Implemented strategic sourcing of office supplies. Consolidated spend with one vendor for volume discounting.
• Negotiated contract savings.
• Developed departmental spend dashboards to increase school and unit analysis of spend trends and opportunities for savings.
• Pre-purchasing foreign currency in the US rather than destination country.
• Implemented collections module for student accounts, yielding improved processing, time savings and increased collections from debtors.
• Transforming voice communications from soon to be end-of-life telephone system to a voice over IP system.
• Completed year one of a multi-year Managerial Reporting Project that will enhance the ability to make effective, data-driven decisions. Implementation of the Hyperion Profitability and Cost Management (HPCM) software forms the platform for the University Financial Model, an activity-based model that begins its first year of full implementation in 2015-16. Launched five data and process improvement teams.
• Continued comprehensive water and energy conservation program. In-sourced building automation installations on construction projects and dedicated power and light team.
• Restructured the Student Financial Services contact center for increased responsiveness.
• Developed formal service level agreements between administrative service providers and the schools (internal customers) that describe the services delivered, document service levels, and specify the responsibilities of the provider and the customer.
• Completed functional reviews in research administration, human resources, and internal communications to identify opportunities for greater effectiveness and efficiency.
• Participated in The Chronicle of Higher Education’s “Great Colleges To Work For” program to benchmark institutional workplace practices, policies, benefits, and culture.
• Completed process redesign of travel and expense management and began redesign of gift processing.
• Initiated server and email consolidation.
• Designed a future-state human resources model to better meet institutional needs and yield efficiencies.
• Improved safety in Facilities Management and reduced days out due to work-related accidents.

Organizational Restructure/Collaborations/Capacity
• Increased consolidation and sharing of positions. For example, consolidated two outreach and training positions in the area of finance administration; sharing a position across Student Affairs and School of Engineering.
• Completed first cohort of Cornerstone Succession Planning program.
• Building a culture of quality: hosted state-wide forum; established an internal community of practice and recognition program; piloted change leadership training.

Health Care
• Revisions to spousal coverage; dependent audit and plan design changes.

Priority 15 – Research & Economic Development: Southwest Virginia Economic Development Partnership (Appalachian Prosperity Project)
The Appalachian Prosperity Project (APP) is a collaborative partnership among the University, U.Va.’s College at Wise, the Virginia Coalfield Coalition, the private sector, and the Commonwealth. This partnership uses a systems approach to simultaneously advance the inextricably linked fields of education (Appalachians Building Capacity), health (Healthy Appalachia Institute), and prosperity (Appalachian Ventures). The AAP FY14 Annual Report is available online at http://tinyurl.com/FY14AAP.

Priority 16 – Student Success: Serving Virginia’s Veterans and Military through Collaboration
In the previous Six-Year Plan, the University proposed to create and pilot a veteran and military friendly consortium for earning certificates in high-demand, professional fields and/or completing a bachelor’s degree through cross-institutional collaboration. The consortium did not receive the requested state funding and therefore did not proceed.
E. Capital Outlay

On June 12, the Board of Visitors approved the University’s 2016-22 Major Capital Plan. The Capital Plan which includes projects expected through fiscal year 2022 will be used as a planning tool and as support for state capital project funding priorities. The Capital Plan categorizes the projects into the near term (expected to be initiated by 2018) and long term (expected to begin after 2018). The projects included below represent the highest priorities of the Academic Division that will be initiated over the next several years.

Maintenance Reserve

Maintenance Reserve Funding is critical for the repair and replacement of plant, property and equipment to maintain or extend the useful life of the Academic Division’s Educational & General (E&G) facilities. Fiscal year 2014-15 represents the conclusion of the Board of Visitors’ ten-year program to improve the condition of the University’s facilities and reduce the deferred maintenance backlog. One metric used is the Facilities Condition Index (FCI). An FCI of 5 percent means the facilities are in good condition while anything over 10 percent means the facilities are in poor condition. When we began the program the University’s FCI was 10.6 percent. As of June 30, 2014, the FCI was 5.4 percent and we expect to reach 5 percent by June 30, 2015. Achieving this goal has required allocation of additional resources to the annual operating maintenance budget, renewal of whole buildings through renovation, and the careful use of the maintenance reserve appropriation. In order for the University to maintain the FCI at 5 percent the maintenance reserve appropriation plays a critical role and should keep pace with inflation in building costs.

Gilmer Hall and Chemistry Building Renovations ($180.0 million)

Student success in the STEM fields requires shifting teaching and lab instruction toward active learning, experiential learning, and team-based discovery. Renovating facilities to provide effective space for teaching, learning, and research will have a positive impact on current and incoming undergraduate and graduate learning outcomes and will make their work much safer and more sustainable.

The University conducted a comprehensive analysis and planning study of STEM facilities that considered space and infrastructure supply and demand, projected space needs, curriculum innovations, and building renewal needs for the STEM facilities on Grounds through 2025. The STEM study identified several buildings as outdated with deteriorated infrastructure including Gilmer Hall, the Chemistry Building, the Physics Building, and several others. Gilmer Hall and the Chemistry Building have housed the Biology, Psychology, and Chemistry Departments for more than 50 years. They continue to house classrooms, teaching laboratories, and research space for these departments, and provide learning space for undergraduate and graduate instruction for the STEM disciplines.

To address the challenges facing instructional and research facilities in STEM, we need interdisciplinary solutions that are adaptable and flexible to changes in technology and teaching pedagogies. The classrooms, class laboratories, and research laboratories in Gilmer/Chemistry
suffer from a number of deficiencies. To address these deficiencies, the University is planning a comprehensive renewal of these buildings that will replace antiquated and inefficient systems with a modern, energy efficient, and adaptable infrastructure for each building. Renovation of over 350,000 GSF of instructional and research space will maximize space utilization through efficient and flexible teaching and research laboratory design. A new high performance exterior glazing and masonry system for Gilmer Hall will replace large portions of both north and south façades. This will provide a new watertight and energy efficient exterior envelope that is consistent with the building’s original design.

Preplanning authority of $1.8 million ($250,000 general funds, $1.55 million non-general funds) was authorized by the state in the 2012-2014 biennium with non-general funds advanced by the University to be reimbursed from general funds. Additional planning was authorized allowing the University to proceed to detailed planning with additional non-general funds to be reimbursed upon state approval of construction funding.

The University will submit its preliminary design package to the Bureau of Capital Outlay Management by August 2015. Timing of construction authorization is critical in order to maintain continuity with the architect and contractor teams already on board.

**Alderman Library Renewal ($160.5 million)**
Built in 1938 to relieve crowding in the University’s first library, the Rotunda, Alderman Library today holds 2.5 million volumes and hosts more than 750,000 public visits per year. While there have been cosmetic upgrades over 77 years, the building has original systems and significant health and safety issues. Half of its 300,000 square feet is devoted to book stacks that are non-code-compliant and are overly full and unsafe, especially in the event of fire. The HVAC system is 30 years old, costly to maintain, and produces fluctuating temperatures that accelerate the degradation of the books.

Project Drivers include:
- Heavy use, especially during exams (3,575 visits/day)
- Inadequate fire suppression and egress
- Poor “wayfinding” and security
- Lack of ADA compliance
- No filtration or humidity control in HVAC
- 34 mold and water-related incidents in last five years
- High energy and repair costs: AC and heating often running at the same time
- Opportunity to boost the University’s student experience and faculty recruiting/retention goals
- Chance to create iconic, sustainable centerpiece of learning

**Laboratory Renovations for New Faculty Hires ($8.0 million)**
As new faculty in STEM disciplines in Arts and Sciences, Engineering, and Medicine are hired over the next two year period it will be necessary to renovate lab space including lab
reconfigurations, new building systems distribution (HVAC, electrical, plumbing, telephone/data), finishes, and casework. An $8 million appropriation will provide funding to renovate nine wet labs and three dry labs. The ability to perform small lab renovations as new faculty are hired is critical to recruiting the high quality faculty we will need to replace those retiring.

**Physics Building Renewal ($35.0 million)**
This project was identified by the STEM study referenced above, and will renew nearly 135,000 GSF of research and instruction space in the Physics Building which is nearly 60 years old. Included in the proposed scope is renewing mechanical systems for improved energy performance; installing fire detection and suppression systems; repairing the exterior envelope and structure; and renewing interior systems, finishes, and furnishings.
F. Restructuring

Background
July 2015 marks the tenth anniversary of the enactment of the Restructuring Act. Restructuring has provided the University with important tools to assist institutions in managing the changing higher education environment, as well as the financial challenges presented by numerous economic downturns during the last decade which have resulted in a decline of 17.4% in the University of Virginia’s inflation adjusted unrestricted E&G appropriation per in-state student (from $10,590 in 2004-05 to $8,748 in 2014-15). In 2014-15 the general fund appropriation represents 9.4% of the operating budget for the Academic Division, compared to 13.4% in 2004-05.

Initiated during Governor Warner’s term in 2005, public institutions are now operating under the fourth gubernatorial administration since the passage of the Restructuring Act in 2005 and the Management Agreement in 2006 (for the first three Level 3 institutions). While there has been consistency among many staff in the executive and legislative branches throughout this ten-year period, leadership within the Administration among Cabinet Secretaries has changed with each gubernatorial election cycle. In addition, there are many new members in the legislature and new individuals in other key leadership positions. This has resulted in the need for continuous education by the institutions about the Restructuring Act, particularly around the additional authorities granted to Level 3 institutions, including the benefits realized over the years to both the various institutions and to the Commonwealth.

Opportunity for Enhancing and Expanding Restructuring Authorities
In the spring of 2014, institutional representatives met with several Cabinet Secretaries to review the principles of the Restructuring Act, the Virginia Higher Education Opportunity Act, and other related legislation. During this discussion, we shared four major areas in which we would like to collaborate with the Governor, the Administration, and the General Assembly to further the objectives of the Restructuring Act and the Management Agreements:

- Provide support to foster efficient business processes between higher education and central state agencies;
- Expand examination of efficiencies to include academic processes;
- Review Restructuring authority and explore options to expand; and
- Eliminate non-value added and duplicative reporting requirements.

We would like to engage in a conversation with appropriate representatives of the Administration and the General Assembly about not only options for expanding and enhancing the provisions of the Restructuring Act, but also more generally ways in which business and academic processes between central state agencies and institutions of higher education could be improved in order to enhance efficiency and effectiveness. We believe the outcome of these discussions would benefit both the institutions and the Commonwealth. Examples might include the following:
• Recognize the need for multi-year planning by developing a process for institutions to create operating and capital reserves in E&G, similar to auxiliary enterprises, that are not subject to reversion at the end of the fiscal year;
• Re-examine the applicability of state human resource policies (e.g. layoff, probation) to University staff;
• Simplify processes (e.g., data reporting, Equipment Trust Fund approvals, daily cash transfers, granting function between state agencies);
• Eliminate non-value added reports.

Faculty Compensation
In addition to these conversations, we would like to engage in a conversation about compensation practices for our faculty and our efforts to recruit and retain high-quality faculty. While we do not believe it was the intention of the 2015 General Assembly to restrict institutions’ ability to compete with their peers for top-rated faculty, especially given the looming generational turnover and intensifying competition for key faculty positions, U.Va.’s Board of Visitors recently reviewed data indicating that imposing a cap on faculty salary increases could impinge the University’s ability to achieve – using self-generated funds – the Board-approved goal of improving faculty salaries to the 20th position among AAU institutions (priority 2). Further, this may hamper the University’s ability to achieve this goal through merit-based awards that provide incentives for excellence in faculty performance and productivity. Again, we recognize that this was not the intent of the language included in the budget, and would like to work with the Administration and the General Assembly on the 2016-18 budget to include language providing the requisite flexibility for the University to meet the Board-established goal that is directly related to the quality, performance, and productivity of our faculty.

Clarification of Existing Authority
An area that warrants further conversation and/or clarification relates to instances when language included in the budget is inconsistent with authorities granted by the Restructuring Act and/or the Management Agreement. While we recognize that the budget supersedes both the Restructuring Act and the Management Agreement, language included in the budget often limits our ability to fully realize the benefits granted by Restructuring. It is sometimes unclear whether such actions are intended to address concerns about how institutions are operating, or whether they are intended to apply to other agencies and unintentionally include higher education. For example, on a number of occasions, the approved budget bill has included language limiting the ability of Level 3 institutions to take certain compensation actions approved by their respective Boards of Visitors in an effort to improve the competitive position in recruiting and retaining faculty and staff.
STATE OPERATING BUDGET AMENDMENTS FOR THE 2016-2018
BIENNUM FOR THE ACADEMIC DIVISION AND THE UNIVERSITY
OF VIRGINIA’S COLLEGE AT WISE AND REVISIONS TO THE
2016-2018 CAPITAL PROGRAM FOR THE ACADEMIC DIVISION

AGENCY 207 – Academic Division Operating Requests

Fund Enrollment Growth – ($5,099,100 GF in year one and
$5,632,200 GF in year two) – Consistent with the undergraduate
enrollment targets approved by the Board of Visitors, the
University requests general fund support, at the base budget
adequacy rate of $8,599 per student, based on projected in-state
enrollment growth for both years in the biennium (140 additional
Virginia students in Fall 2016 and 62 additional students in
Fall 2017). UVA has received support from the Commonwealth
since 2011 to fund enrollment growth, and the amount requested
factors in the cumulative support received to date.

Building Research Capacity – ($21,750,000 GF in year one and
$25,750,000 GF in year two) – As the University continues
implementation of the Cornerstone Plan, we are developing
several initiatives to enhance and expand research capacity. To
expedite growth opportunities there are four compelling
immediate funding needs to catalyze our research capabilities:
faculty start-up packages; faculty retention; pan-University
multidisciplinary research teams to address the increasingly
integrated and complex societal challenges; and
commercialization seed funds to more quickly move innovative
ideas from the lab to the marketplace.

Security Enhancement Program – ($7,766,800 GF in year one and
$5,236,300 GF in year two) – The ability to safely and reliably
use information technology is at risk due to successful, high
profile attacks on institutions of higher education, including
the University. The University is developing a Security
Enhancement Program to strengthen and expand IT security
capabilities and enable the University to proactively monitor
and address rapidly evolving cyber security threats.

Human Resources Service Delivery Transformation Enabling
Technology – ($10,500,000 GF in year one and $6,500,000 GF in
year two) – The University is requesting $17 million over the
biennium to help fund the upgrade of the Human Resources
technology platform across the Academic and Health System as
part of a broader transformation of the Human Resources
function. Upon completion of this multi-year project, the
University will have the Human Resources technology and processes needed to support the future needs of the institution and be able to deliver services with higher efficiency and more cost effectively.

**Blandy Experimental Farm preK-12 Outreach Efforts** – ($67,800 GF in year one and year two) – The preK-12 programs and teacher development opportunities offered through the State Arboretum at Blandy Farm represent significant regional, statewide, and national resources for STEM education. In order to sustain and expand the preK-12 program, two current part-time positions (.75 FTE each) need to be made full-time (1.0 FTE), requiring an additional $67,800 in funding each year.

**Virginia Foundation for the Humanities (VFH)** – ($500,000 GF in year one and year two) – The VFH has devoted 40 years of service to illuminating and documenting our communities' histories, traditions, aspirations, and lived experiences in audio and video. More than 3,000 grants and directed projects have produced interviews, films, music, exhibits, and oral histories in various formats. VFH is seeking general fund support for Discovery Virginia, an online environment that will preserve these materials and make them publicly accessible.

**Modify Appropriation Act Language for Center for Politics**
*(Language Only)* – The University proposes to eliminate from the current Appropriation Act the specific line item language related to the Center for Politics. This action, a request of the Center, will not change the overall appropriation.

**2016-2018 REVISIONS TO THE CAPITAL PROGRAM**

At the request of the Governor we have revisited our capital program for 2016-2018 to ensure that we have projects that are responsive to his call to advance the economy of the Commonwealth. As a result we have revised the Clean Room Renovation and added two research related projects – Center for Human Therapeutics and a renovation of Medical Research Building 4.

**Thornton Hall Clean Room Renovation**
*GF $18.0M*

Approved by the Board of Visitors in June 2015, the scope of the project has been expanded to include the renovation of 10,000 gross square feet for the UVa Microfabrication Laboratories (UMVL), a 1980s clean room located in C wing of Thornton Hall requiring highly controlled, low contaminant environment. The project cost for the renovation of the lab and surrounding areas
and upgrades to the building infrastructure and systems is $14,800,000; the equipment budget is $3,200,000 for replacement of five major pieces of equipment critical to the lab’s work.

**Center for Human Therapeutics**  
GF $9.0M  
The proposed Center for Human Therapeutics project will establish clinical manufacturing facilities to create and produce vehicles for translating basic discoveries into therapeutic options for the treatment of human disease. The Center will serve the research needs of the UVa translational research community, and will develop a commercial arm where the production of these therapeutic platforms will be sold to laboratories and interested commercial partners.

**Medical Research Building #4 (MR4) Renovation**  
GF $21.5M  
NGF $21.5M  
MR4 was designed and constructed in the late 1980s to support multiple research initiatives at the School of Medicine. While the structural components of MR4 are sound, various systems are outdated and have reached the end of their service life and must be replaced for MR4 to continue supporting both wet and computational research and to meet current research lab standards.

**Blandy Experimental Farm**  
NGF $1.57M  
To meet current and future research needs, Blandy Farm needs to replace an aging research greenhouse and construct two additional residential cottages. Both projects are consistent with Blandy’s 2011 Master Plan and project design guidelines. Application to the National Science Foundation for a grant to fund the greenhouse was recently awarded.

**AGENCY 246 – University of Virginia’s College at Wise**

**NMR for Chemistry Accreditation**  
($517,650 GF in year one)  
The Natural Sciences are one of the strongest departments of the College. To enhance the program’s ability to place its students at higher levels within organizations such as Eastman Chemical whose corporate headquarters are 45 miles from campus the College needs to obtain accreditation from the American Chemical Society requiring the purchase of a new NMR.

**Enrollment Growth**  
($80,553 GF in year one and $159,300 in year two)  
The College has established a plan to grow the freshman class to 400 qualified students by 2020, a 4.8 percent growth in new freshmen enrollment per year. With a declining high school
student population in southwest Virginia, the College will serve the region while also developing greater brand awareness across the Commonwealth for potential students who could benefit from the UVa-Wise experience.

**Retention and Graduation** – ($166,135 GF in year one and $186,472 in year two) – Three major efforts will assist the College at Wise in improving retention and graduation rates: (1) implementing a predictive model to better target retention strategies for students; (2) preparing and implementing a Quality Enhancement Plan (QEP) to satisfy the requirements for reaffirmation/accreditation by the Southern Association of Colleges and Schools; and (3) continuing efforts to better utilize summer offerings to retain students, increase enrollments, and promote degree completion.

**STEM Early College Academy and High Need STEM-H Degrees** – ($157,289 GF in year one and year two) – The College will continue to build the STEM Early College Academy program, established in Fall 2014 to provide college classes to high-performing high school seniors on the UVa-Wise campus. The College will also continue its investment in efforts to meet Commonwealth degree production goals, while increasing institutional efficiency by better matching capable students with challenging degree programs.

**Federal Mandates** – ($309,382 GF in year one and $352,388 in year two) – This request will assist the College at Wise in meeting the increasing accreditation requirements and federal mandates including but not limited to the Clery Act, Title IX, and the Violence against Women Act.

**Outreach** – ($39,808 GF in year one and year two) – Outreach efforts include providing programming to public schools through the Science Consortium; partnering with the Academic Division in the Appalachian Prosperity Project (APP); and improving K-12 teaching and learning through the Center for Teaching Excellence (CTE).

**Undergraduate Research** – ($25,084 GF in year one and year two) – The College will continue efforts to increase the number of undergraduate students presenting at academic conferences and publishing original faculty-mentored research; and will increase the number of summer undergraduate research fellowships, as well as funds to support student presentation.
### ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)

#### Strategies (Short Title)

<table>
<thead>
<tr>
<th>SSP Goal</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Amount</td>
<td>Amount From Tuition Revenue</td>
<td>Total Amount</td>
</tr>
<tr>
<td>Strategies</td>
<td>Cost: Incremental, Savings, Reallocation</td>
<td></td>
</tr>
</tbody>
</table>

#### Strategies

1. **Enrollment Growth**
   - Incremental: $136,530
   - Savings: $0
   - Reallocation: $270,000

2. **Retention and Graduation**
   - A. Predictive Model
     - Incremental: $281,684
     - Savings: $0
     - Reallocation: $43,989, $0, $0
   - B. Quality Enhancement Plan
     - Incremental: $142,522
     - Savings: $0
     - Reallocation: $142,522

3. **Increase Production of STEM-H Degrees**
   - Incremental: $266,592
   - Savings: $0
   - Reallocation: $0

4. **Federal Mandate: SACS/Clery-Title IX-VAWA Compliance**
   - Incremental: $524,377
   - Savings: $0
   - Reallocation: $0

5. **Outreach**
   - Incremental: $67,471
   - Savings: $0
   - Reallocation: $0

6. **Undergraduate Initiatives**
   - Incremental: $42,515
   - Savings: $0
   - Reallocation: $0

#### Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need

<table>
<thead>
<tr>
<th>2016-18 Biennium (7/1/16-6/30/18)</th>
<th>2017-20 (7/1/16-6/30/20)</th>
<th>2018-22 (7/1/20-6/30/22)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Amount</td>
<td>Amount From Tuition Revenue</td>
<td>Total Amount</td>
</tr>
<tr>
<td>Incremental (included in financial plan line 61)</td>
<td>$1,319,069</td>
<td>$197,725</td>
</tr>
<tr>
<td>Savings</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Reallocation</td>
<td>$306,494</td>
<td>$306,494</td>
</tr>
</tbody>
</table>

#### Total 2016-2018 Costs

- Incremental: $1,319,069
- Savings: $0
- Reallocation: $306,494


*The University of Virginia’s College at Wise*

**ACADEMIC AND FINANCIAL PLAN**

**Instructor:** In the column entitled “Academic and Support Service Strategies for Six-Year Period (2016-2022),” please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Statewide Strategic Plan. Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).
### Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need

#### 2016-2018 Biennium

(Assuming No Additional General Fund)

<table>
<thead>
<tr>
<th>Items</th>
<th>2016-2017</th>
<th>2017-2018</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Amount</td>
<td>Amount From Tuition Revenue</td>
<td>Total Amount</td>
</tr>
<tr>
<td>Total Incremental Cost from Academic Plan¹</td>
<td>$1,319,069</td>
<td>$197,725</td>
<td>$1,559,900</td>
</tr>
<tr>
<td>Increase T&amp;R Faculty Salaries²</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>T&amp;R Faculty Salary Increase Rate²</td>
<td>3.40%</td>
<td>3.40%</td>
<td>3.40%</td>
</tr>
<tr>
<td>Increase Admin. Faculty Salaries²</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Admin. Faculty Salary Increase Rate</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Increase Classified Staff Salaries²</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Classified Salary Increase Rate</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Increase University Staff Salaries²</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>University Staff Salary Increase Rate</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Increase Number of Full-Time T&amp;R Faculty³ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Full-Time T&amp;R Faculty³ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of Full-Time Admin. Faculty³ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Full-Time Admin. Faculty³ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of Part-Time Faculty³ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Part-Time Faculty³ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of Classified Staff³ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of Classified Staff³ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of University Staff³ ($)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Number of University Staff³ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of University Staff³ ($FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase Number of Part-Time Faculty³ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Library Enhancement⁴</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Library Enhancement⁴ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technology Enhancement⁴</td>
<td>$102,000</td>
<td>$42,840</td>
<td>$104,040</td>
</tr>
<tr>
<td>Technology Enhancement⁴ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>O&amp;M for New Facilities⁴ (FTE)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Utility Cost Increase⁴</td>
<td>$40,000</td>
<td>$16,800</td>
<td>$45,000</td>
</tr>
<tr>
<td>NGF share of state authorized salary increase/bonus</td>
<td>$154,340</td>
<td>$154,340</td>
<td>$157,426</td>
</tr>
<tr>
<td>Fringe/health insurance benefits increase</td>
<td>$61,710</td>
<td>$61,710</td>
<td>$64,796</td>
</tr>
<tr>
<td>VRS increase</td>
<td>$10,394</td>
<td>$10,394</td>
<td>$10,914</td>
</tr>
<tr>
<td>Additional In-State Student Financial Aid From Tuition Revenue</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Others (Specify, insert lines below)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Safety and Security Enhancement</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total Additional Funding Need</td>
<td>$1,986,716</td>
<td>$696,474</td>
<td>$2,244,263</td>
</tr>
</tbody>
</table>

**Notes:**
1. Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
2. If planned, enter the cost of any institution-wide increase.
3. Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
4. Enter number of FTE change over the FY2016 level in appropriate columns.

*Library Enhancement - This number is $0 because any increases will be paid with endowment funds.*

**O&M for New Facilities - These are the O&M costs associated with the new Library**

***Utility Cost Increase - This is for existing facilities. The new library utility costs are included in the O&M for New Facilities above.***
BYLAWS
THE UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE BOARD

I. Title

The name of this body is The University of Virginia's College at Wise Board. The University of Virginia's College at Wise Board exists to serve the Rector and Visitors of the University of Virginia in fulfilling its statutory authority over The University of Virginia's College at Wise.

II. Purpose and Duties

The purpose of The University of Virginia's College at Wise Board is to promote the sound development of the institution in accordance with policy, as set by the University's President and/or the Rector and Visitors. The University of Virginia's College at Wise Board also serves in an advisory capacity to the Chancellor of the College, the President of the University, and the Board of Visitors on matters pertaining to The University of Virginia's College at Wise.

Actions taken by the Board of Visitors, raised or proposed by the College, are preceded by deliberation of The University of Virginia's College at Wise Board. The Chancellor is responsible for assuring that there has been deliberation by The University of Virginia's College at Wise Board on matters brought forward to the Board of Visitors.

A. Chancellor Search Process

In the event of a vacancy in the chancellorship, the chair of The University of Virginia's College at Wise Board shall consult with and seek the advice of the University President, and make recommendations to the President of persons to serve on the search committee. The recommendations should include representatives of The University of Virginia's College at Wise Board, the faculty, the student body, and the alumni. Upon the establishment of the search committee, the President shall establish a budget, identify staff for the committee, and name a chair.

The search committee, through its chair, shall make a preliminary report to the President regarding the work of the committee at the time when the committee is beginning to develop a group of final candidates. After finalists have been interviewed, the search committee shall provide a report for The University of Virginia's College at Wise Board. The report should contain the names of not more than three candidates, who in the judgment of the search committee are fully qualified and have a continuing interest in the chancellorship.
The University of Virginia's College at Wise Board, following receipt of the report of the search committee, shall review the candidates and formally recommend, with its reasons, not more than three candidates from the search committee’s report for final consideration by the President. The President shall have responsibility for designating a nominee for the chancellorship, and making a recommendation for formal election by the Board of Visitors. On the operational level, the Chancellor is directly responsible to the President.

B. Naming of Campus Facilities

The University of Virginia's College at Wise Board shall develop its own policies regarding the naming of campus facilities, and submit them to the Rector and Visitors for approval. The Chancellor shall make recommendations to The University of Virginia's College at Wise Board regarding such actions as appropriate. The University of Virginia's College at Wise Board shall have responsibility and authority for the naming of major campus facilities in accordance with the policy approved by the Board of Visitors.

C. Establishment of Tuition Rates for Kentucky and Tennessee Residents

Section 23.7.4:2 (E) of the Code of Virginia provides that The University of Virginia's College at Wise Board and the Board of Visitors “may charge reduced tuition to any person enrolled at The University of Virginia's College at Wise who lives within a fifty-mile radius of the College, is domiciled in, and is entitled to in-state tuition charges in the institutions of the higher learning in Kentucky, if Kentucky has similar reciprocal provisions for persons domiciled in Virginia.”

In addition, the board of the University of Virginia's College at Wise and the board of visitors of the University of Virginia may charge reduced tuition to any person enrolled at the University of Virginia's College at Wise who lives within a 50-mile radius of the University of Virginia's College at Wise, is domiciled in, and is entitled to in-state tuition charges in the institutions of higher learning in Tennessee, if Tennessee has similar reciprocal provisions for persons domiciled in Virginia. The board of the University of Virginia's College at Wise and its partners or associates offering programs jointly at a regional off-campus center may also charge reduced tuition to any person enrolled in such joint programs who lives within a 50 mile radius of the University of Virginia’s College at Wise, is domiciled in, and is entitled to in-state tuition charges in the institutions of higher learning in Tennessee, if Tennessee has similar reciprocal provisions for persons domiciled in Virginia. Any such respective partners or associates shall establish and charge separately tuition rates for their independent classes or programs at such regional centers."
It is the responsibility of the Chancellor or designee to develop, in consultation with the University’s chief financial officer, a recommendation annually for tuition and fee rates for eligible Kentucky and Tennessee students that is presented for action to The University of Virginia's College at Wise Board and the Board of Visitors.

D. Other Duties:

The University of Virginia's College at Wise Board shall also be responsible for any tasks or other duties delegated to it by the Board of Visitors or the President of the University.

III. Composition and Appointment

The University of Virginia's College at Wise Board shall be composed of not less than nine, and not more than 20 persons, to be appointed by the Board of Visitors of the University of Virginia upon the recommendation of the President of the University. At least six members shall be residents of the Commonwealth of Virginia, and at least three shall be alumni of The University of Virginia's College at Wise. Members of the faculty or staff of The University of Virginia's College at Wise shall not be eligible for membership on The University of Virginia's College at Wise Board.

In addition, the Rector, the Chair of The University of Virginia's College at Wise Committee of the Board of Visitors, and the President of the University shall serve as voting ex-officio members of Board. A representative of The University of Virginia's College at Wise Alumni Association may serve a term as a voting ex-officio member of the Board. One member of the student body shall serve a one-year term as a non-voting member of The University of Virginia's College at Wise Board. No student will be eligible to serve more than one term. The student member shall be selected by the Executive Committee.

IV. Terms of Office

Members shall be appointed to serve terms of four years. Terms shall be staggered to provide continuity, up to five members being appointed each year by the Board of Visitors. The Board of Visitors may make appointments of fewer than four-year terms to fill un-expired vacancies and when changing the number of members of The University of Virginia's College at Wise Board.

Terms shall commence July 1, and end on June 30.

V. Officers, Organization, Executive Committee
Every two years, at its last regular meeting, The University of Virginia's College at Wise Board shall elect a chair, vice chair, secretary, and executive committee. The Chair, vice chair, secretary, and executive committee shall be elected for two-year terms. The executive committee shall consist of three at large voting Board members who shall be elected for a two-year term and shall serve with the immediate past chair, chair, vice chair, and secretary, assuming the past chair is still a member of the Board. The at-large members of the committee may not serve more than one term consecutively.

The chair shall call all meetings of the Board, and shall be the presiding officer. The chair shall have such powers and duties as may be assigned to her/him from time to time by the President and the Board of Visitors. The vice chair shall serve in the absence of the chair. The secretary shall have responsibility for working with the clerk to maintain a record of the proceedings of all meetings.

The executive committee shall meet upon the call of the chair, and between meetings of the Board, it shall be vested with the powers and duties of the full Board. All such actions taken by the executive committee between meetings of The University of Virginia's College at Wise Board shall be reported to the full Board at the next annual or regular meeting. If confirmation is required, the action shall be confirmed and approved by the Board at that time. The executive committee shall recommend a slate of officers to the Board.

The chair shall appoint a nominating committee consisting of four members of the Board who shall recommend names to be forwarded to the Board of Visitors for consideration as members of this Board.

Annually, The University of Virginia's College at Wise Board, upon recommendation of the Chancellor, shall elect a member of the College staff to serve as Clerk of the Board. The Clerk shall attend all meetings, and shall draft minutes of all proceedings. The Clerk shall work with The University of Virginia's College at Wise Board secretary in finalizing minutes of all proceedings for action by the full Board, and shall assist The University of Virginia's College at Wise Board in the discharge of its duties.

VI. Committees of The University of Virginia's College at Wise Board

The University of Virginia's College at Wise Board may establish and charge such committees as may be necessary, proper, or convenient to carry out its duties. Additionally, The University of Virginia's College at Wise Board may, upon the recommendation of the chancellor, establish advisory bodies to engage other citizens in support of the College, its mission, and its programs.

VII. Meetings
Meetings shall be of three kinds: an annual meeting, at least two regular meetings, and special meetings as called. The University of Virginia's College at Wise Board shall hold one annual meeting in each fiscal year on the campus of The University of Virginia's College at Wise at a time to be determined by the executive committee. At the annual meeting, The University of Virginia's College at Wise Board shall receive a report from the Chancellor of The University of Virginia's College at Wise on the state of the College and review and decide on such other matters as may come before it.

There shall be such regular meetings as The University of Virginia's College at Wise Board may determine. The executive committee shall determine the time, date, and place of such meetings. Special meetings may be called by the chair or upon the request of five voting members. A quorum of the Board for the conduct of business shall consist of eight [11] voting members. For meetings of the executive committee a quorum shall consist of three [four] voting members.

Notice of the annual meeting and all regular meetings of The University of Virginia's College at Wise Board shall be given at least 10 days in advance of the meeting. Notice of all special meetings shall be given at least five days in advance of such special meeting unless waived in writing by each member of the Board. Notice of meetings shall be provided by mail at the direction of the chair.

VIII. Compliance with the Commonwealth’s Freedom of Information Act

The University of Virginia's College at Wise Board is a public body and as a result must comply with the Commonwealth of Virginia’s Freedom of Information Act.

IX. Amendments to Bylaws

The Board of Visitors has the authority to effect changes in these Bylaws. Upon reasonable notice, recommendations for changes may come from The University of Virginia's College at Wise Board, or from the Board or Visitors. Recommendations from The University of Virginia's College at Wise Board for changes in the Bylaws must come as a result of the vote of two-thirds of the members in attendance at an annual or regular meeting of The University of Virginia's College At Wise.

X. Revocation of Previous Bylaws

All previous Bylaws are revoked upon the approval of these Bylaws by the Board of Visitors.

XI. Removal of Members
Any member who fails to perform the duties of his or her office for one year without sufficient cause shown to The University of Virginia's College at Wise Board, shall at their next meeting after the end of such year, cause the fact of such failure to be recorded in the minutes of their proceedings and certify the same to the Board of Visitors; and the office of such local board member shall be thereupon vacant.

Revisions approved by the College’s Board on May 12, 2000 and the Board of Visitors on June 17, 2000
Revisions approved by the College’s Board on September 14, 2001 and the Board of Visitors on October 18, 2001
Revisions approved by the College’s Board on May 16, 2003 and the Board of Visitors on May 29, 2003
Revisions approved by the College’s Board on December 6, 2006 and the Board of Visitors on February 9, 2007
Revisions approved by the College’s Board on May 18, 2007 and the Board of Visitors on June 8, 2007.
Revisions approved by the College’s Board on August 12, 2015
UNIVERSITY OF VIRGINIA AUDIT DEPARTMENT CHARTER

Introduction:
Internal Auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the University of Virginia and the University of Virginia Health System (the University). Its mission is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

Role:
It is the policy of the University to establish and support the Audit Department to assist the University in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the University’s governance, risk management, and internal controls. The internal audit activity’s responsibilities are defined by the Audit, Compliance, and Risk Committee (ACR Committee) of the Board of Visitors (Board) as part of its oversight role.

Professionalism:
The work of the Audit Department will be conducted in accordance with the Institute of Internal Auditors’ Definition of Internal Auditing, Code of Ethics, and International Standards for the Professional Practice of Internal Auditing (Standards). The Audit Department will adhere to the University’s relevant policies and procedures as well as the Generally Accepted Governmental Auditing Standards of the Government Accountability Office.

Authority:
The internal auditor, with strict accountability for confidentiality and safeguarding records and information, is authorized to have full, free, and unrestricted access to any and all of the University’s records, physical properties, and personnel pertinent to carrying out an engagement. All employees are requested to assist the Audit Department in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the ACR Committee and its chairman.

Organization:
The Chief Audit Executive will report functionally to the ACR Committee chairman, and administratively (i.e. day to day operations) to the President of the University through her
delegate, the Executive Vice President and Chief Operating Officer.

The ACR Committee will:

- Approve the Audit Department charter.
- Approve the risk based audit plan.
- Approve the internal audit budget and resource plan.
- Receive communications from the Chief Audit Executive on the Audit Department’s performance relative to its plan and other matters.
- Approve decisions regarding the performance evaluation, appointment, or removal of the Chief Audit Executive.
- Approve the remuneration of the Chief Audit Executive.
- Make appropriate inquiries of management and the Chief Audit Executive to determine whether there is inappropriate scope or resource limitations.

The Chief Audit Executive will communicate and interact directly with the ACR Committee, including in executive sessions and between ACR Committee meetings as appropriate.

Independence and Objectivity:
The internal audit activity will remain free from interference by any element in the University, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective function.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair internal auditors’ independence or judgment.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Chief Audit Executive will confirm to the ACR Committee annually the organizational independence of the Audit Department.
Responsibility:
The scope of Internal Auditing encompasses, but is not limited
to, the examination and evaluation of the adequacy and
effectiveness of the University’s governance, risk management,
and internal controls as well as the quality of performance in
carrying out assigned responsibilities to achieve the
University’s stated goals and objectives. This includes:

- Evaluating the design, implementation, and effectiveness of
  the organization’s ethics-related objectives, programs, and
  activities.
- Evaluating risk exposure relating to achievement of the
  University’s strategic objectives.
- Assessing whether the information technology governance of
  the organization supports the organization’s strategies and
  objectives.
- Evaluating the reliability and integrity of information and
  the means used to identify, measure, classify, and report
  such information.
  - In order to enable this responsibility, the Audit
    Department will participate in the planning,
    development, implementation, and modification of major
    computer-based and manual systems to ensure that:
    - adequate controls are incorporated into the system;
    - thorough system testing is performed at appropriate
      stages;
    - system documentation is complete and accurate; and
    - the resultant system is a complete and accurate
      implementation of the system specifications.
- Evaluating the systems established to ensure compliance
  with those policies, plans, procedures, laws, and
  regulations which could have a significant impact on the
  University.
- Evaluating the means of safeguarding assets and, as
  appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency of resource
  utilization.
- Evaluating operations or programs to ascertain whether
  results are consistent with established objectives and
  goals and whether the operations or programs are being
  carried out as planned.
- Assessing and making appropriate recommendations for
  improving the governance process in its accomplishment of
  the following objectives:
Promoting appropriate ethics and values within the organization
Ensuring effective organizational performance management and accountability
Communicating risk and control information to appropriate areas of the organization
Coordinating the activities of and communicating information among the board, external and internal auditors, and management.

- Monitoring and evaluating the effectiveness of the organization’s risk management processes.
- Performing consulting services related to governance, risk management, and control.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the ACR Committee or management.
- Evaluating specific operations at the request of the ACR Committee or management, as appropriate.
- Reporting periodically on the Audit Department’s purpose, authority, responsibility and performance relative to its plan.

Internal Audit Plan:
At least annually, the Chief Audit Executive will submit to senior management and the ACR an internal audit plan for review and approval. The internal audit plan will consist of a work schedule as well as budget and resource requirements for the next year.

The Chief Audit Executive will communicate the impact of resource limitations and significant interim changes to senior management and the Board.

The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management, the ACR, and Board.

The Chief Audit Executive will review and adjust the plan, as necessary, in response to changes in the organization’s business, risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to senior management and the ACR through periodic activity reports.
Special Projects:
The Chief Audit Executive is empowered to conduct special audit projects, reviews, advisory services, or investigations at the request of the Board, ACR Committee, President, General Counsel, EVP Provost, EVP Chief Operating Officer, EVP Health Affairs, or their designee, to assist management in meeting its objectives, promoting economy and efficiency in the administration of, or preventing and detecting fraud and abuse in its programs and operations. The Audit Department may also provide consulting services, beyond the Audit Department’s assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training, and advisory services.

Coordination with External Auditing Agencies:
The Chief Audit Executive, with the goal of avoiding duplication of work, will coordinate the department’s audit efforts with those of the Commonwealth of Virginia’s Auditor of Public Accounts, or other external auditing agencies as applicable, 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.

Reporting and Monitoring:
A written report will be prepared and issued by the Chief Audit Executive or designee following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal audit results will be available for review by the ACR and Board of Visitors.

The internal audit report will include management’s response and corrective action taken or to be taken in regard to the specific findings and recommendations. Management's response to audit findings and recommendations should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

The Audit Department will be responsible for appropriate follow-up on its engagement findings and recommendations. All significant findings will remain in an open issues file until cleared. The ACR will receive periodic reporting from the Chief Audit Executive on the status of management’s action plan implementation.

The Chief Audit Executive will periodically report to senior management and the ACR on the internal audit activity’s purpose, authority, and responsibility, as well as performance relative
to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management, ACR, or the Board.

**Quality Assurance and Improvement Program:**
The internal audit activity will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The program will include an evaluation of the internal audit activity’s conformance with the Definition of Internal Auditing and the Standards and an evaluation of whether internal auditors abide by the Code of Ethics. The program will also assess the efficiency and effectiveness of the internal audit activity and identify opportunities for improvement.

The Chief Audit Executive will communicate to senior management and the ACR on the internal audit activity’s quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every five years.