

THE  
**SULLIVAN**  
YEARS 2010—2018



# THE SULLIVAN YEARS

2010 —  
— 2018







CONTENTS

4	Introduction
6	By the Numbers
8	Faculty
10	Students
12	The Health System
16	UVA's College at Wise
18	Advancement
20	Administration
22	Leadership
26	Diversity
28	Research
30	Interdisciplinary Initiatives
32	Global Outreach
36	Governmental Relations
38	Exploring the Past to Envision the Future
40	National and State Leadership
42	Thank You



As the University of Virginia’s eighth president, Teresa Sullivan improved and strengthened the University in countless ways. Although some of the University’s many achievements during her tenure received less publicity than the intermittent crises that occurred, the effect of those achievements on University life has been substantial and, in some areas, critical. President Sullivan built on the University’s existing strengths and addressed its challenges and areas of opportunity.



**PRESIDENT SULLIVAN PLANNED AND EXECUTED THESE MANY IMPROVEMENTS AT UVA IN COLLABORATION WITH ITS BOARD OF VISITORS, VICE PRESIDENTS, DEANS OF THE UNIVERSITY’S 11 SCHOOLS AND REPRESENTATIVES OF THEIR FACULTY.**

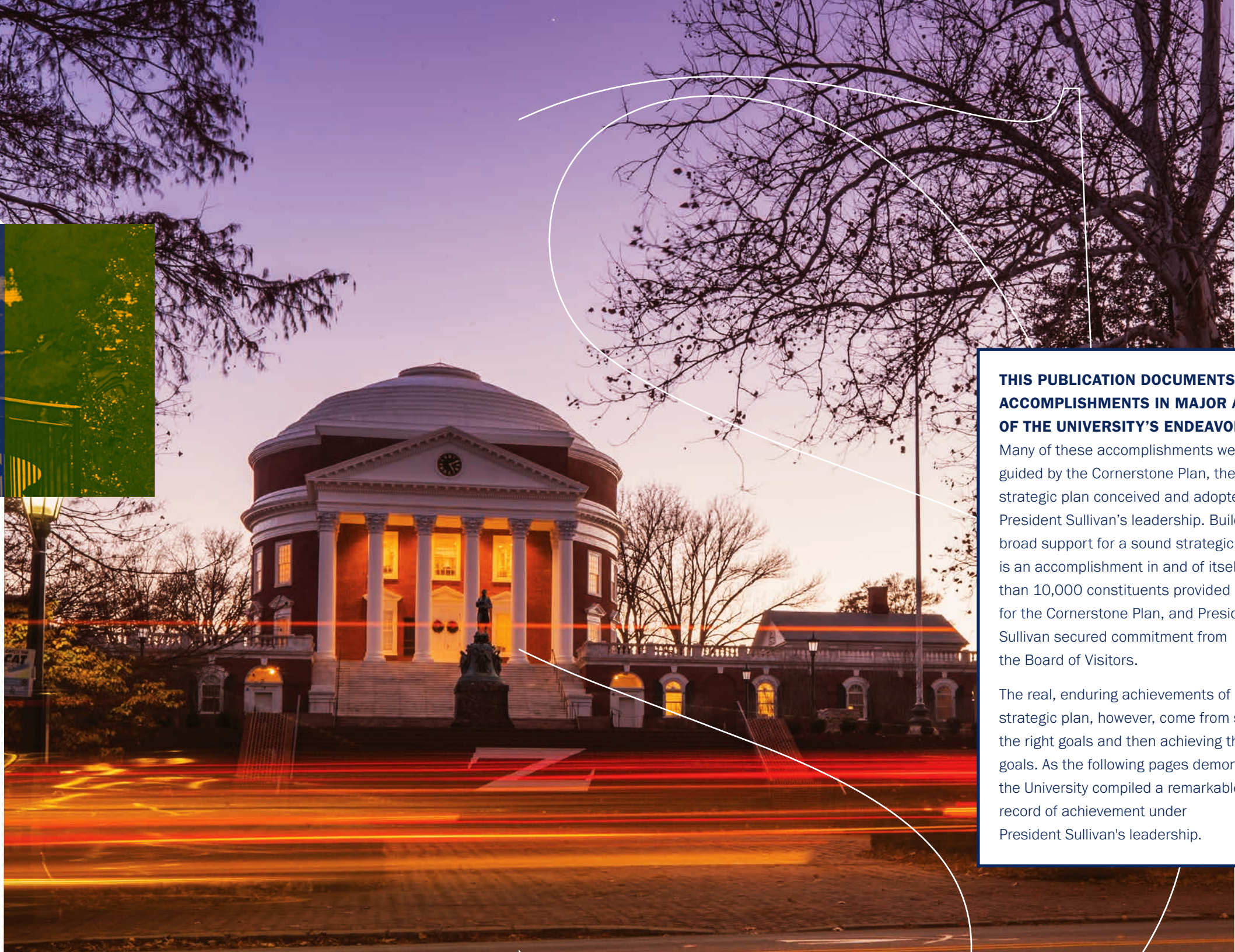
As she told the Board in 2012, “Corporate-style, top-down leadership does not work in a great university. Sustained change with buy-in does work.” On another occasion, she described her vision to the Board this way: “We continuously improve the University, one faculty appointment at a time, one cost-saving measure at a time, one new initiative, project, or decision at a time. Moreover, the effect is cumulative.”



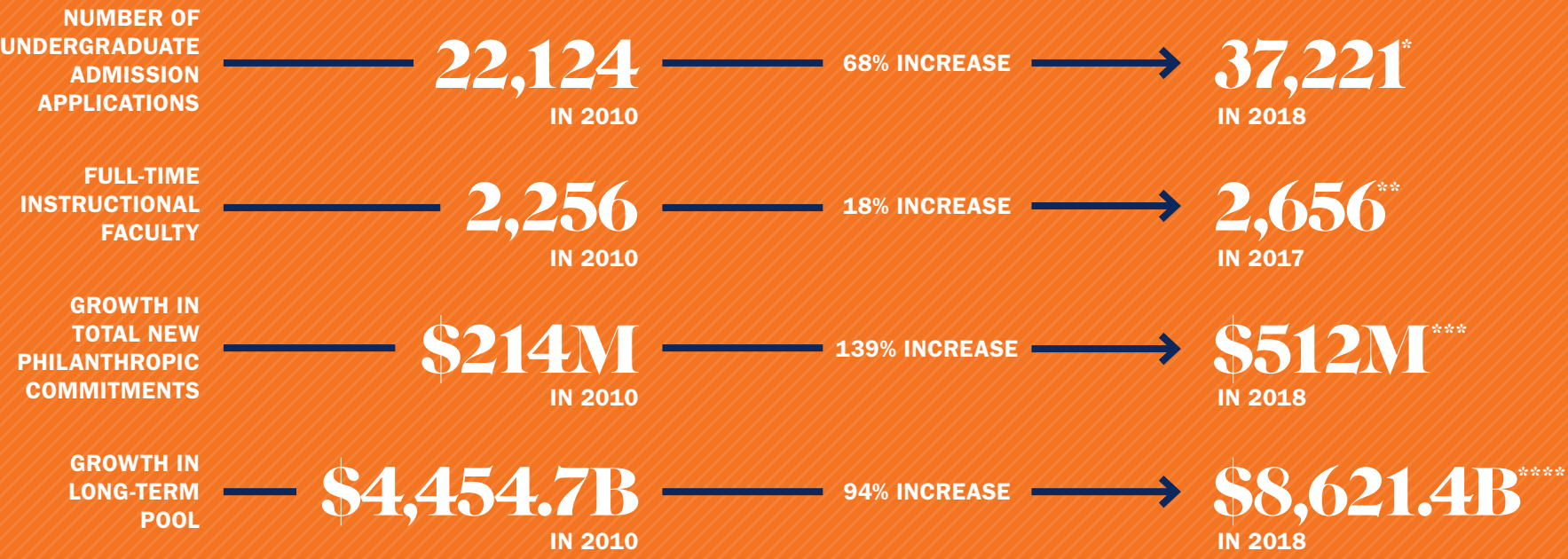
**THIS PUBLICATION DOCUMENTS KEY ACCOMPLISHMENTS IN MAJOR AREAS OF THE UNIVERSITY’S ENDEAVORS.**

Many of these accomplishments were guided by the Cornerstone Plan, the strategic plan conceived and adopted under President Sullivan’s leadership. Building broad support for a sound strategic plan is an accomplishment in and of itself. More than 10,000 constituents provided input for the Cornerstone Plan, and President Sullivan secured commitment from the Board of Visitors.

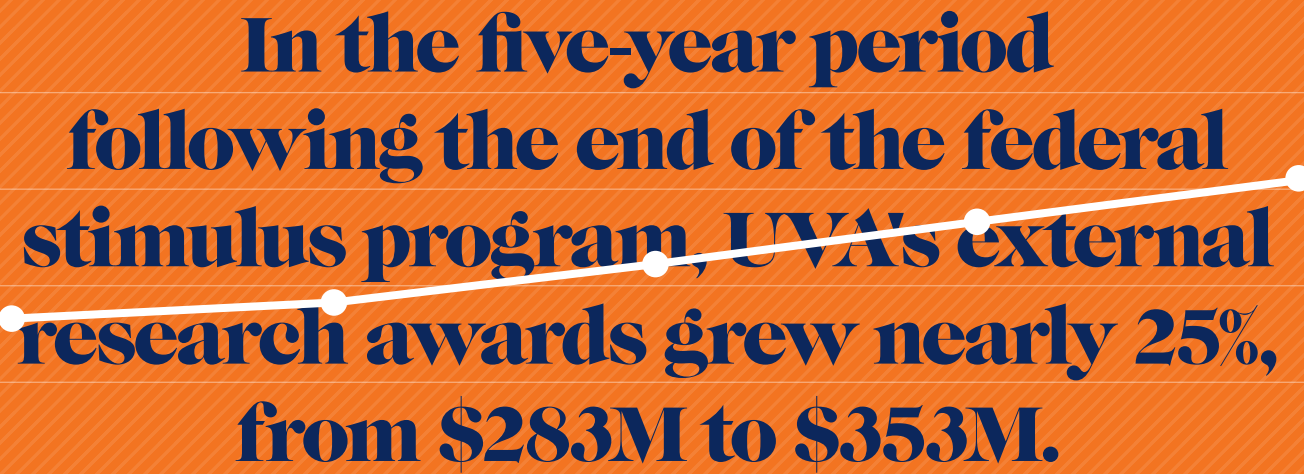
The real, enduring achievements of a strategic plan, however, come from setting the right goals and then achieving those goals. As the following pages demonstrate, the University compiled a remarkable record of achievement under President Sullivan’s leadership.







\$400,000  
\$350,000  
\$300,000  
\$250,000  
\$200,000



\* Preliminary figures for Fall 2018  
\*\* As of Fall 2017  
\*\*\* As of June 21, 2018  
\*\*\*\* The Long-Term Pool consists of the endowment and other long-term funds held by the University.



## UNIVERSITY LEADERS FOCUSED INTENTLY ON BUILDING FACULTY EXCELLENCE AS UVA APPROACHED ITS THIRD CENTURY.

From the moment President Sullivan arrived, she recognized that the generational turnover of faculty, as the Baby Boomer generation retired, posed both a great risk and opportunity.

Hiring the next generation of faculty wisely would be an opportunity to strengthen the University.

### President Sullivan took the following steps:

- Proposed an aggressive plan to elevate the average annual UVA faculty salary to the top third of the Association of American Universities (AAU), an organization of the nation's most prestigious research institutions, and secured the board's commitment to funding that plan.
- Established a four-year schedule and funding methodology to recruit and retain talent to ensure faculty quality.
- Personally participated in recruiting key potential hires and retaining key faculty who had received offers elsewhere.
- Launched a successful program of cluster hires — hiring a group of faculty with related research interests, in the same academic department or in different departments, to create an area of research strength. The University has made successful cluster hires in Global Markets, Cloud-Scale Data Analytics, Design Thinking, Biomedical Data Science, Youth Violence Prevention, Autism Spectrum Disorder, Neuroscience and other areas.
- Initiated target of opportunity searches (TOPS) to enhance faculty quality and diversity. With TOPS hires, UVA focuses on high-profile researchers and scholars who could strengthen the University, even if faculty lines are not available at that moment in that particular field.
- In Fall 2017, UVA hired 103 new tenured and tenure-track faculty members – one of the most diverse groups of new faculty ever hired, with 31 percent underrepresented minorities and 32 percent women.



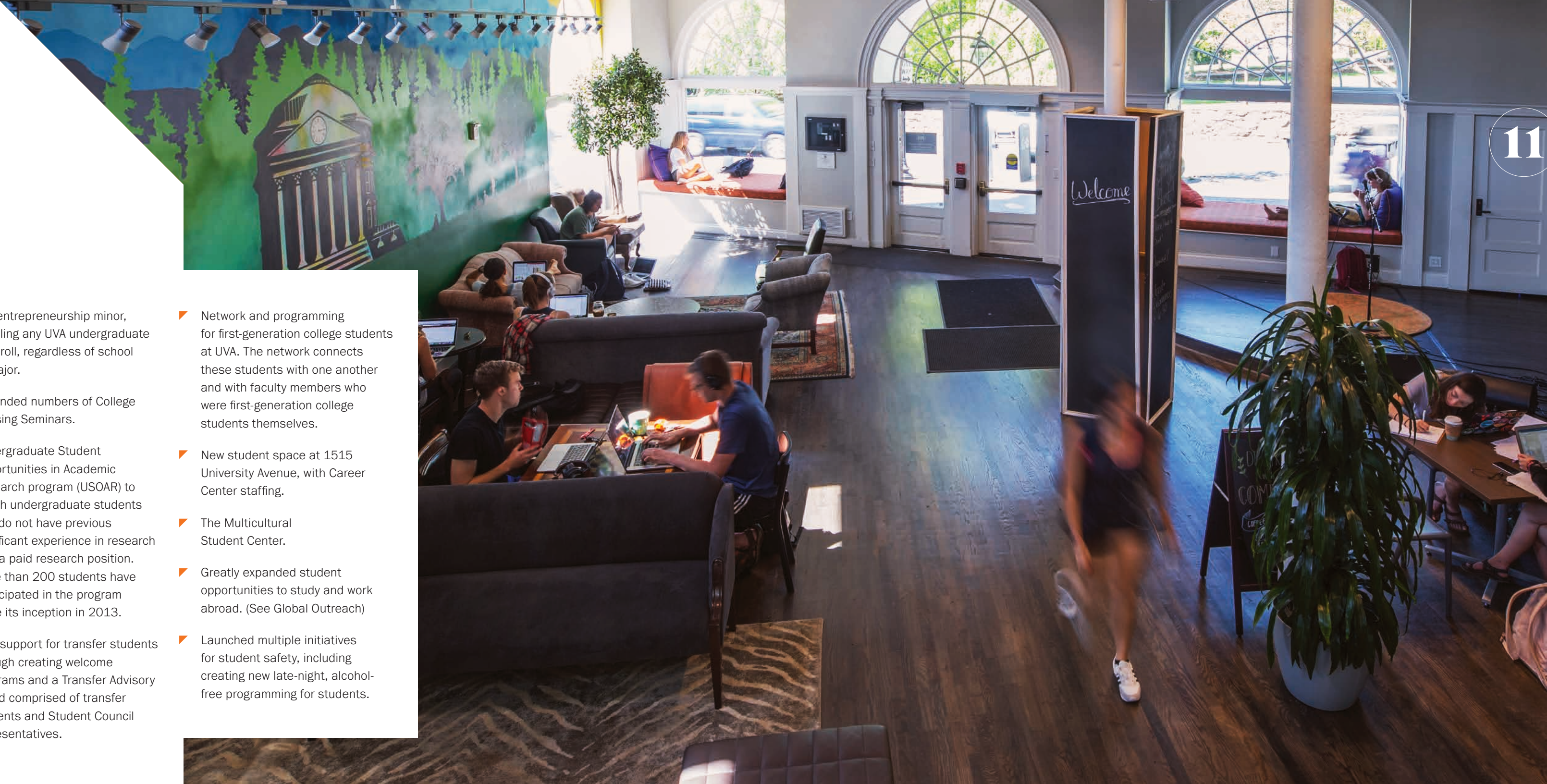


## THE CORNERSTONE PLAN RECOMMITTED THE UNIVERSITY TO ENHANCING ITS ALREADY DISTINCTIVE RESIDENTIAL STUDENT EXPERIENCE.

Under President Sullivan's leadership, the University restructured its advising program under the banner of "Total Advising," with the new Dathel and John Georges Student Center now located in Clemons Library, and greatly expanded the UVA Career Center, including a new Internship Center. She created and secured the Board's commitment to fund the Affordable Excellence program. This program caps student indebtedness for both low- and middle-income Virginians and increases grant aid while offering options for a stronger degree of predictability for families over the course of a student's four-year career on Grounds. President Sullivan taught a College Advising Seminar and served as an academic adviser to undergraduate students.

### Other Accomplishments Include:

- The Virginia Alumni Mentoring Program.
- The Meriwether Lewis Institute for Citizen Leadership to equip students with practical leadership skills.
- The Tri-Sector Leadership Fellowship program with the Darden School of Business, Frank Batten School of Leadership and Public Policy and School of Law.
- The entrepreneurship minor, enabling any UVA undergraduate to enroll, regardless of school or major.
- Expanded numbers of College Advising Seminars.
- Undergraduate Student Opportunities in Academic Research program (USOAR) to match undergraduate students who do not have previous significant experience in research with a paid research position. More than 200 students have participated in the program since its inception in 2013.
- New support for transfer students through creating welcome programs and a Transfer Advisory Board comprised of transfer students and Student Council representatives.
- Network and programming for first-generation college students at UVA. The network connects these students with one another and with faculty members who were first-generation college students themselves.
- New student space at 1515 University Avenue, with Career Center staffing.
- The Multicultural Student Center.
- Greatly expanded student opportunities to study and work abroad. (See Global Outreach)
- Launched multiple initiatives for student safety, including creating new late-night, alcohol-free programming for students.





**THE UNIVERSITY OF VIRGINIA****HEALTH SYSTEM WAS TRANSFORMED.**

President Sullivan created the position of Executive Vice President for Health Affairs to coordinate the hospital, School of Medicine and University Physicians Group. She recruited Dr. Richard P. Shannon from the University of Pennsylvania to fill this position. Together, they recruited Dr. David Wilkes to be Dean of the School of Medicine, and Pamela Sutton-Wallace to be CEO of the hospital. This leadership team has addressed many problems and pursued many new opportunities, improving patient care and morale throughout the health system, and securing the hospital's finances.

The hospital introduced the "Be Safe" initiative, with the goal of making the UVA Health System the safest place in the country to provide and receive care. National metrics have shown steady improvement in patient safety.

The reorganization, leadership and strategic plan put the hospital in position to face the increasing competitive pressures and trend toward consolidation in the industry and the many changes in health insurance and health care financing.

## Recent Successes Include:

- In 2016, UVA announced that it would launch a new research and education partnership with Inova Health System in Northern Virginia. The relationship includes a research partnership to develop a Global Genomics and Bioinformatics Research Institute at the Inova Center for Personalized Health; a cancer-research partnership; and a regional campus of the UVA School of Medicine on the Inova campus.
- UVA's hospital was named the #1 hospital in Virginia by *US News & World Report* two years in a row. In the most recent rankings, six specialties – ear, nose and throat; cancer; diabetes and endocrinology; cardiology and heart surgery; orthopedics; and urology – were rated among the top 50 nationally. Four additional specialties – gastroenterology and GI surgery; neurology and neurosurgery; nephrology; and pulmonology – were rated among the top 10 percent nationally. Key factors in these rankings are quality and safety.







**I deeply admire President Sullivan's vision for patient safety, quality and service to meet the needs of the citizens of the Commonwealth of Virginia, as well as the needs of our own team members, students and employees.**

**PAMELA SUTTON-WALLACE**  
CEO, UVA HEALTH SYSTEM



## PRESIDENT SULLIVAN WAS PARTICULARLY ATTENTIVE TO THE NEEDS OF UVA'S COLLEGE AT WISE, THE FOUR- YEAR LIBERAL ARTS COLLEGE IN WISE, VA.

The College at Wise is the third state agency (along with the Academic Division and the Health System) for which she was responsible. President Sullivan received the College at Wise 2016 Samuel L. Crockett Award for her efforts, in which she:

- Secured separate professional accreditation for the College's program in chemistry.
- Enhanced student recruiting capabilities.
- Advocated for retaining the College's Army ROTC program.
- Assisted with fundraising for the College and enhanced its representation in Richmond and in Washington, DC.
- Provided enhanced health-care options for students and employees.
- Assisted the College in becoming a member of the NCAA Division II.

During President Sullivan's presidency, the College at Wise achieved the following:

- Recruited Chancellor Donna Price Henry.
- Initiated the Annual Southwest Virginia Economic Forum, bringing together 350+ stakeholders to work on economic revitalization.
- Secured a \$20 million gift to establish the Carl W. Smith Bicentennial Scholarships, the largest gift in UVA-Wise history.
- Jointly hosted the Virginia Gubernatorial Debate with the UVA Frank Batten School of Leadership and Public Policy, the first gubernatorial debate to be held in Southwest Virginia in Virginia's history.
- Completed the College's two largest capital projects, a \$37 million library and the David Prior Convention Center.
- Initiated Envisioning 2020 Strategic Plan approved by the Board of Visitors.
- In June 2013, exceeded the \$50 million goal for the "Fulfilling the Dream" campaign, raising \$62 million by the campaign close.





PRESIDENT SULLIVAN CAME TO UVA DURING THE GREAT RECESSION, WHICH INCREASED THE SIGNIFICANT FINANCIAL PRESSURES THAT ALREADY EXISTED IN HIGHER EDUCATION.

In spring 2013, she led the University to completion of its \$3-billion capital campaign. New philanthropic commitments increased from \$214 million in 2010 to \$512 million in 2018 – a new fundraising record for UVA. President Sullivan led preparations for the University’s Bicentennial, which began in October 2017, and the related Third Century Campaign. In spring of 2018, UVA was on track for its best year ever in terms of new philanthropic support.

Other Accomplishments Included:

- Raised funds for the Rotunda restoration.
- Created a new emphasis on deferred giving.
- Energized and enlarged the Parents Fund Committee, which has supported a variety of student-focused programs.
- Led activities focused on articulation of the priorities emerging from The Cornerstone Plan; generating interest in, and support for, the pan-University priorities of need-based scholarships, faculty support and the Jeffersonian Grounds Initiative; and introduction of new academic leadership and their visions for their individual schools/units.
- Supported the development and growth of GivingtoHoosDay, a 24-hour online giving program with particular focus on young alumni.
- Developed, with the Board of Visitors’ approval, Bicentennial endowment programs to match donor gifts for scholarships, fellowships and professorships with support from the Strategic Investment Fund.
- Personally cultivated the largest donors and often negotiated the final size and terms of the gift.





**AT PRESIDENT SULLIVAN'S INITIATIVE AND INSISTENCE, THE UNIVERSITY DEVELOPED A NEW FINANCIAL MODEL THAT ALLOWS EACH UNIT TO KEEP ITS REVENUES AND BE RESPONSIBLE FOR ITS OWN COSTS, WITH A TAX FOR CENTRALLY PROVIDED SERVICES SUCH AS THE LIBRARIES. THIS MODEL CHANGED INCENTIVES AND, AS A RESULT, BEHAVIOR. UNITS ARE NOW MORE ENTREPRENEURIAL AND MORE COST-CONSCIOUS.**

President Sullivan launched a program in Organizational Excellence, leading to substantial cost savings across the institution. The program sought opportunities to enhance the University's stewardship of all its resources — from financial to facilities to technological to human resources — and align its processes, technology and people to support institutional priorities. Among its many accomplishments:

- Centralized graduate admissions applicant processing
- State consortia purchasing of library materials
- Resource utilization tracking
- Negotiated contract savings
- University-wide software site licenses
- Cluster administrative services in schools and units
- Single sign-on systems
- Shared research equipment

In 2014, UVA introduced the Center for Leadership Excellence and Succession Development Program for employees. These efforts support the University's culture of shared leadership — the idea that everyone is a leader, regardless of position.

Two years later, UVA launched a Strategic Investment Fund, putting its cash reserves to work. The University necessarily holds cash reserves for many purposes — for long-term maintenance of the physical plant, the hospital, its self-insured insurance plans, many smaller needs, and to maintain its AAA bond rating, which minimizes borrowing costs. The Strategic Investment Fund lets those reserves earn a real market return. The Board of Visitors allocates the resulting income to key strategic projects on the advice of a committee that carefully reviews proposals from across Grounds.



NO UNIVERSITY PRESIDENT CAN LEAD WITHOUT A STRONG TEAM;  
THE RECRUITMENT AND APPOINTMENT OF KEY PERSONNEL IS ONE  
OF THE PRESIDENT’S MOST IMPORTANT FUNCTIONS.

The strength of a University is in its people — in its faculty and staff, and particularly in its leadership.  
President Sullivan made many important and successful administrative appointments during her tenure.

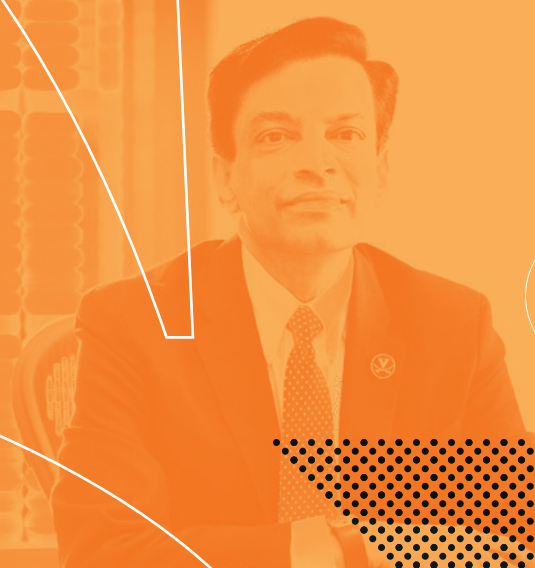
The  
leaders  
she  
recruited  
include:

- **PATRICK D. HOGAN**  
as Executive Vice President  
and Chief Operating Officer
- **DR. RICHARD P. SHANNON**  
as Executive Vice President  
for Health Affairs
- **JOHN D. SIMON**, and then  
**THOMAS C. KATSOULEAS**,  
as Executive Vice President  
and Provost

- **DEAN IAN B. BAUCOM**  
College and Graduate  
School of Arts & Sciences
- **DEAN SCOTT C. BEARDSLEY**  
Darden School of Business
- **DEAN CRAIG H. BENSON**  
School of Engineering  
and Applied Sciences
- **DEAN RISA L. GOLUBOFF**  
School of Law
- **DEAN ELIZABETH MEYER**  
and then **DEAN ILA BERMAN**  
School of Architecture
- **DEAN ALLAN C. STAM**  
Frank Batten School of  
Leadership and Public Policy
- **DEAN JOHN M. UNSWORTH**  
Dean of Libraries
- **DEAN DAVID S. WILKES, M.D.**  
School of Medicine

- **WILLIAM J. ANTHOLIS**  
as Director of the Miller Center
- **DONNA PRICE HENRY**  
as Chancellor of The University  
of Virginia’s College at Wise
- **RONALD R. HUTCHINS**  
as Vice President for  
Information Technology
- **MARK LUELLEN**  
as Vice President  
for Advancement
- **DAVID W. MARTEL**  
as Vice President for  
Communications and  
Chief Marketing Officer
- **DR. MARCUS L. MARTIN**  
as Vice President and Chief  
Officer for Diversity and Equity  
(previously interim)

- **MELUR K. RAMASUBRAMANIAN**  
as Vice President for Research
- **ALICE J. RAUCHER**  
as Architect for the University
- **KELLEY STUCK**  
as Vice President and  
Chief Human Resources Officer
- **PAMELA SUTTON-WALLACE**  
as CEO of the Medical Center
- **CARLA WILLIAMS**  
as Director of Athletics







**President Sullivan's guidance has been absolutely essential as we deal with our history — not only the good parts of our history but also the bad parts ... She gave us a template and foundation for this as we go into our third century.**

**DR. ROBERT W. "BOBBY" BATTLE**  
BICENTENNIAL COMMISSION CO-CHAIR



AS THE NATION AND THE COMMONWEALTH WORK TOWARD GREATER DIVERSITY AND INCLUSIVITY, PRESIDENT SULLIVAN LED INITIATIVES THAT ENSURED UVA WAS A WELCOMING, RESPECTFUL ENVIRONMENT FOR PEOPLE OF ALL BACKGROUNDS, BELIEFS, CUSTOMS AND OPINIONS. PRESIDENT SULLIVAN WAS HONORED WITH THE 2018 MLK COMMUNITY SERVICE AWARD.

Of her many achievements, President Sullivan:

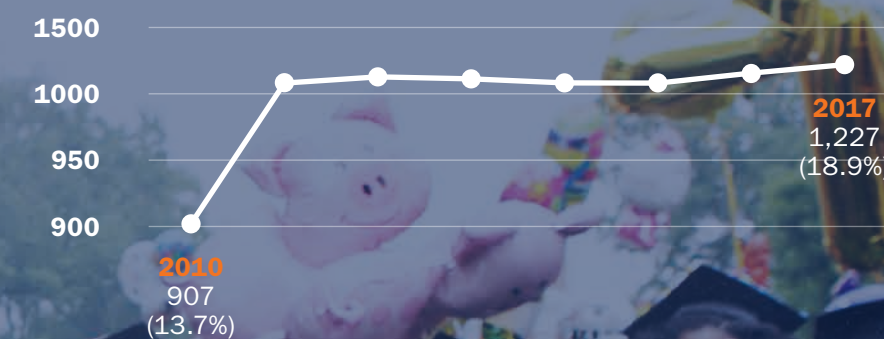
- Recruited and promoted faculty and staff from minority backgrounds.
- Created departmental status for African-American and African Studies and for Women, Gender and Sexuality.
- Implemented the Ad Hoc Committee on University Culture and Climate, and implemented its recommendations.
- Initiated alumni advisory groups with a diverse membership.
- Increased the number of Blue Ridge Scholarships and University Achievement Awards.
- Expanded the number and types of annual Martin Luther King, Jr. Community Celebration events with the Charlottesville-Albemarle community.
- Opened the Multicultural Student Center in Newcomb Hall in fall 2016.
- Launched the Respectful Workplace Initiative in 2012, which helps create an atmosphere of openness and respect. Faculty and staff are encouraged to take the Respect@UVA training.
- Received 2018 MLK Community Award to honor diversity initiatives.

# Growth in Ethnic Diversity\*

## Undergraduate Students



## Graduate Students



## Faculty



## Staff








\* The "diversity" category includes: African American, Asian American, Hispanic American, Multi-Racial American, American Indian or Alaska Native, Native Hawaiian or Pacific Islander.



**ALTHOUGH FACULTY MEMBERS CONDUCT RESEARCH,  
PRESIDENT SULLIVAN AND MEMBERS OF HER ADMINISTRATION  
HAVE SUPPORTED AND ENCOURAGED RESEARCH AND HELPED  
SECURE UNPRECEDENTED FUNDING.**

**These  
Achievements  
Include:**

-  In the five-year period following the end of the federal stimulus program, UVA's external research awards grew nearly 25 percent, from \$283 million to \$353 million.
-  In the most recent National Science Foundation Higher Education Research & Development (HERD) Survey, based on FY16 data, UVA rose six spots in the rankings for all R&D expenditures and two spots for federal R&D expenditures.
-  President Sullivan led the proposal for the Virginia Innovation Partnership, which the U.S. Department of Commerce awarded through its i6 Economic Development competition.
-  UVA enhanced its partnerships with AstraZeneca and Micron, strengthened relationships with Novo Nordisk and Siemens, and developed new ones with MedImmune, Northrop Grumman, and Health Diagnostics Lab.
-  UVA created a new Innovation Seed Fund to invest \$10 million over ten years to help commercialize UVA technologies and opportunities.
-  UVA reshaped the Licensing and Ventures Group to accelerate commercialization of faculty research. In 2017, the LVG executed 204 invention disclosures and 81 commercial transactions and was awarded 43 U.S. patents — the highest numbers in history.





**THE UNIVERSITY ALLOCATED AND SECURED FUNDING FOR NEW INTERDISCIPLINARY CENTERS IN EMERGING AREAS OF RESEARCH. THEY INCLUDE THE DATA SCIENCE INSTITUTE; BRAIN INSTITUTE; ENVIRONMENTAL RESILIENCE INSTITUTE; GLOBAL INFECTIOUS DISEASES INSTITUTE; AND THE CONTEMPLATIVE SCIENCE CENTER.**

- UVA launched Open Grounds, a central collaboration space for faculty and students to work across disciplinary boundaries to create, innovate and dream.
- The Rural Virginia Initiative brought together faculty and staff from areas across Grounds to develop concrete policy proposals for stimulating economic growth throughout the Commonwealth.
- The Advanced Research Institute, headquartered at the UVA Research Park, offers ways for UVA researchers to connect with federal agencies that did not previously work with UVA. The Institute supports applied research, education, and training, with a particular focus on homeland security, national intelligence and defense.
- The Global Genomics and Bioinformatics Research Institute (see Health System) will bring together physicians, scientists and engineers from UVA and other institutions to solve difficult, pressing problems in biomedical research.





**PRESIDENT SULLIVAN PRIORITIZED GLOBAL OUTREACH,  
MAKING STRATEGIC INTERNATIONAL TRIPS TO CHINA,  
SINGAPORE, INDIA, THE UNITED KINGDOM, FRANCE, GERMANY  
AND OTHER DESTINATIONS DURING HER PRESIDENCY.**

She met with key government officials and often spoke to standing-room-only crowds of UVA alumni and parents of current students from these countries.

**Other  
Accomplishments  
Include:**

- Created a Global Internships Program, offering interns crucial on-the-job training and providing them with the valuable, cross-cultural experiences they will need to thrive in an increasingly interconnected world.
- Established a permanent UVA office in Shanghai to strengthen the University's academic programs, research, internships, alumni engagement and recruitment of students.
- Formed a partnership with MAXNET Energy — an initiative of Germany's Max Planck Society to advance research on new, renewable, environmentally friendly and economical energy sources — that will provide new research and education opportunities for the University's researchers and students.
- Launched a new major in Global Studies with four concentrations: Global Development; Global Public Health; Environments and Sustainability; and Security and Justice.
- Increased UVA's offerings in global- and service-learning activities, which include study abroad, J-term, embedded semesters, internships, research and service. For the first time, in the 2016-17 academic year, UVA had more than 3,000 students involved in education abroad activities around the world.
- Launched "UVA London First" and "UVA Shanghai First" programs that allow first-year students to begin their undergraduate careers overseas.
- UVA received a 2015 Senator Paul Simon Award for Campus Internationalization. UVA was one of only five institutions nationwide to win the award.







**President Sullivan has led this University through times of great prosperity and times of great adversity. Her true measure is in how she led when we needed it most.**

**TONY BENNETT**  
HEAD COACH, MEN'S BASKETBALL



PRESIDENT SULLIVAN IMPROVED THE UNIVERSITY'S FEDERAL RELATIONS, ESTABLISHING A SUSTAINED PRESENCE IN WASHINGTON, D.C., VISITING AT LEAST ONCE A MONTH.

Related Accomplishments Include:

- Forming strong relationships with the Virginia delegation in Congress and with UVA alumni in Congress representing other states.
- Forming relationships with national policymakers in the executive branch and in the key funding agencies, such as the National Science Foundation and the National Institutes of Health.
- Expanding knowledge about UVA's research capabilities, especially in engineering and medicine, among congressional and federal agency leaders.
- Empowering UVA academic leaders to amplify UVA's brand value and accomplishments among federal leaders, think tanks, philanthropic organizations and higher education associations.

IN ADDITION, PRESIDENT SULLIVAN IMPROVED ON THE UNIVERSITY'S STRONG STATE RELATIONS BY FORMING AND MAINTAINING ROBUST RELATIONSHIPS WITH GOVERNORS MCDONNELL, MCAULIFFE, NORTHAM AND THEIR KEY CABINET OFFICERS.

Other Accomplishments Include:

- Met regularly with legislators to inform them about key UVA issues. Formed and maintained strong relationships with legislative leaders of both parties and with many individual legislators.
- Secured state funding for numerous capital projects since 2011, each of which required a special appropriation in a time of budget scarcity.
- Created "Hoos on the Hill" programming to engage with UVA alumni who work on Capitol Hill.

State Funding Secured

Rotunda Restoration	\$25M
Cabell Hall Renovation	\$67M
Ruffner Hall Renovation	\$19.3M
Lab Renovations (start-up packages)	\$4.0M
Center for Human Therapeutics	\$9.0M
Gilmer Hall and Chemistry Building Renovation	\$127.6M
Alderman Library Phase I Planning <sup>1</sup>	\$7.5M
Physics Building Renovation Planning <sup>2</sup>	\$2.0M

<sup>1</sup>Total project cost (planning + construction) = \$152.5M  
<sup>2</sup>Total project cost (planning + construction) = \$35.0M



**IN PREPARATION FOR THE BICENTENNIAL, PRESIDENT SULLIVAN  
COMMITTED THE UNIVERSITY TO A CANDID EXPLORATION  
OF ITS HISTORY, INCLUDING THE DIFFICULT ELEMENTS  
OF UVA'S PAST.**

In 2013, she established the President's Commission on Slavery and the University, and in 2018, she launched the President's Commission on the University in the Age of Segregation to explore the University's history between 1865 and 1965. She established the Bicentennial Commission and named co-chairs Dr. Robert W. Battle and Thomas F. Farrell II, and led planning for the Bicentennial Celebration Launch, held in October 2016, as well as ongoing Bicentennial events that included a Women's Global Leadership Forum.

**Key  
Achievements  
Include:**

- Creating plans for a new Memorial to Enslaved Laborers at UVA, now approved by the Board of Visitors.
- Restoring and commemorating the rediscovered African-American Cemetery at UVA.
- Hosting two national symposia titled "Universities Confronting the Legacy of Slavery" and "Universities, Slavery, Public Memory, and The Built Landscape."
- Naming a new residence hall Gibbons House, after William and Isabella Gibbons, a couple who were enslaved at UVA and who became community leaders after emancipation; naming a new administrative building for Peyton Skipwith, an enslaved laborer and stonemason who helped build the Academical Village; re-naming a UVA medical building for Vivian Pinn, a distinguished African-American alumna and physician.
- Forming a national consortium named "Universities Studying Slavery," which now includes 35 institutions.
- Creating the Cornerstone Summer Institute, a camp for high school students to learn about slavery and its legacies at UVA and in the region.
- Honoring the legacy of Gregory Swanson, the first African-American student to enroll at UVA.








**PRESIDENT SULLIVAN WAS RECOGNIZED AS A LEADER BY HER PEERS,  
BY THE LEADERS OF NATIONAL HIGHER EDUCATION ORGANIZATIONS,  
AND BY THE PRESIDENTS OF OTHER MAJOR UNIVERSITIES.**


President Sullivan served in multiple positions of academic leadership outside UVA, and she received numerous recognitions for her achievements as a scholar and leader.


**These  
Include:**


-  Fellow of the American Academy of Arts & Sciences and of the American Association for the Advancement of Science.


 Chair of the Council of Presidents for the Association of Governing Boards of Universities and Colleges.


 Chair of the Board of Directors of the Association of Public and Land-grant Universities (APLU) and of the Business Higher Education Forum.


 Member of the Board of Directors, Charlottesville Regional Chamber of Commerce.

 Member of the Board of Directors, American Council of Education (ACE) and the Association of American Universities (AAU).

 Co-Chair of the National Research Council's Committee on Improving Higher Education's Responsiveness to Regional STEM Workforce Needs.

 Member of the Board of Directors for the Northern Virginia Technology Council, the trade association of the technology industry in Northern Virginia.

 Member of the executive committee of the Virginia Business Higher Education Council.

 Gubernatorial appointee to the Virginia Innovation and Entrepreneurship Investment Authority; the Task Force on Civic Engagement Among Millennials; and the Higher Education Advisory Board.





The achievements documented in this publication are the outcomes of years of diligent work by many people who care deeply about the University of Virginia.

So it is appropriate for all of us, as members of the UVA community, to reflect on our years of collaboration and the many things that we have accomplished for UVA by working together.

In 2017, we began our celebration of the University's Bicentennial. This milestone in UVA history provided a moment of reflection when we looked back to examine our history with clarity and candor. More importantly, however, it gave us the opportunity to look forward to UVA's third century,

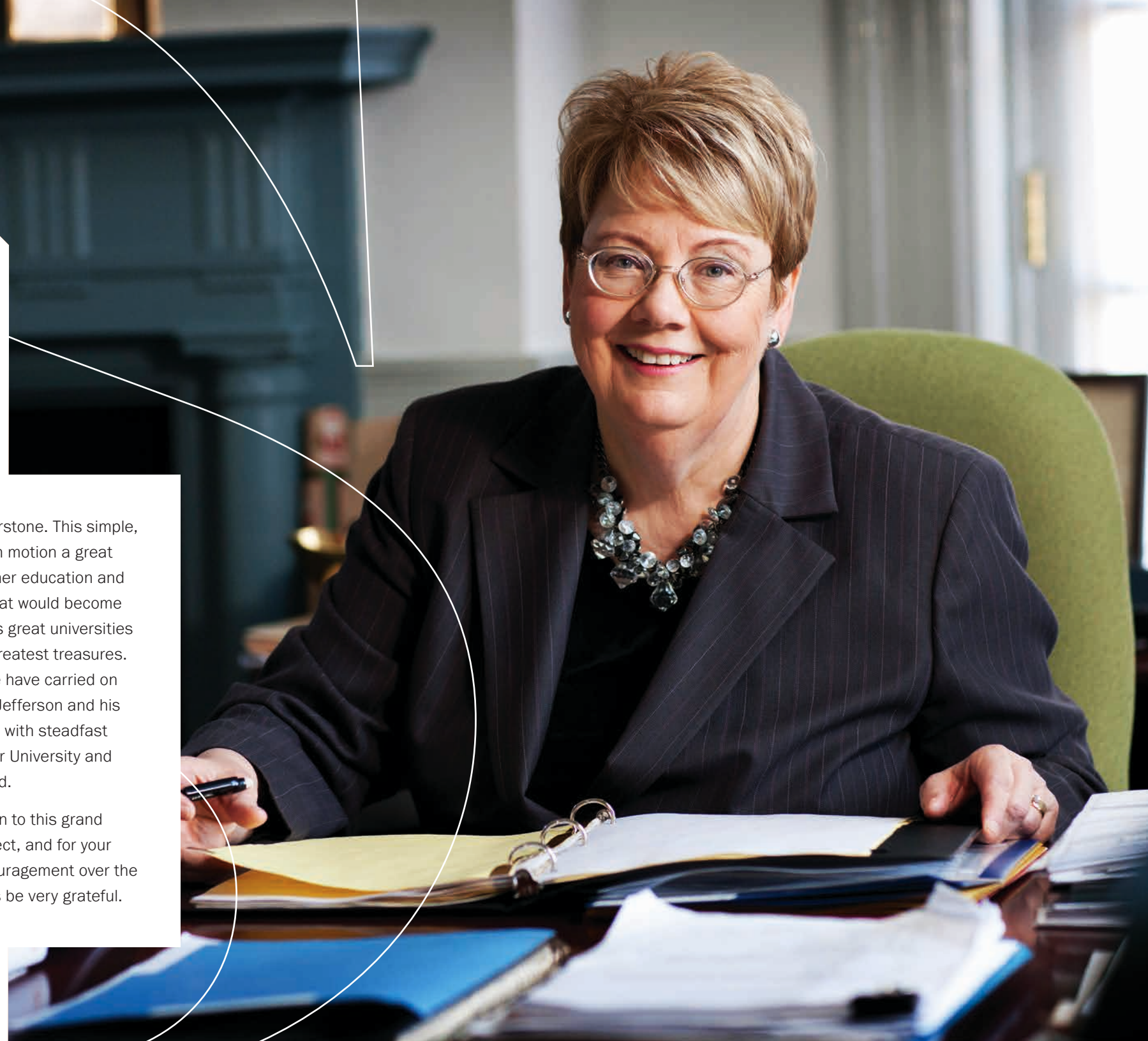
and we can do so with great hope and optimism for what the future holds.

The accomplishments described in these pages have positioned UVA to thrive in the years ahead. Students, alumni, donors, faculty, staff, parents, past and present members of the Board of Visitors, our partners in the General Assembly, and many others deserve credit for the strong foundation that we have created for UVA's future. Thank you all.

More than 200 years ago, Thomas Jefferson, James Madison, and James Monroe presided over the laying of the

University's cornerstone. This simple, symbolic act set in motion a great experiment in higher education and the creation of what would become one of the nation's great universities — and one of its greatest treasures. In recent years we have carried on the work that Mr. Jefferson and his colleagues began, with steadfast commitment to our University and to the greater good.

For your dedication to this grand collaborative project, and for your support and encouragement over the years, I will always be very grateful.



# Thank You.

*Teresa A. Sullivan*



