

THE CORNERSTONE PLAN

.....
YEAR TWO UPDATE

2015-2016



UNIVERSITY
of VIRGINIA



THE CORNERSTONE PLAN YEAR TWO UPDATE 2015–2016

CONTENTS

03 /	From the President
04 /	Cornerstone Plan Overview
05 /	Pillar I Progress & Metrics
09 /	Pillar II Progress & Metrics
15 /	Pillar III Progress & Metrics
21 /	Pillar IV Progress & Metrics
25 /	Pillar V Progress & Metrics
29 /	2016–2017 Priorities

An online version of this report is available at
planning.virginia.edu/cornerstone/

© 2016 By the Rector and Visitors of the University of Virginia

The University of Virginia does not discriminate on the basis of age, color, disability, gender identity, marital status, national or ethnic origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, veteran status, and family and genetic information, in its programs and activities as required by Title IX of the Education Amendments of 1972, the Americans with Disabilities Act of 1990, as amended, Section 504 of the Rehabilitation Act of 1973, Titles VI and VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, the Governor's Executive Order Number One (2014), and other applicable statutes and University policies. The University of Virginia prohibits sexual and gender-based harassment, including sexual assault, and other forms of interpersonal violence.

The following person has been designated to handle inquiries regarding the American with Disabilities Act, the Rehabilitation Act, and related statutes and regulations: Melvin Mallory, ADA Coordinator, Office for Equal Opportunity and Civil Rights, O'Neil Hall, 445 Rugby Road, Room 027, P.O. Box 400211, Charlottesville, VA 22904, (434) 924-3295, ADACoordinator@virginia.edu.

The following person has been designated to handle inquiries regarding non-discrimination policies: Catherine Spear, Assistant Vice President, Office for Equal Opportunity and Civil Rights, P.O. Box 400219, Washington Hall, Charlottesville, VA 22904, (434) 924-3200, UVaEOCR@virginia.edu.

The following person has been designated to serve as the overall coordinator for purposes of Title IX compliance: Catherine Spear, Acting Title IX Coordinator, O'Neil Hall, Room 037, (434) 924-1719, TitleIXCoordinator@virginia.edu.

The following individuals have been designated as Deputy Title IX Coordinators to assist the Title IX Coordinator and conduct investigations: Akia Haynes, O'Neil Hall, Room 036, (434) 297-7988, aah6n@virginia.edu; and Christopher Tate, O'Neil Hall, Room 034, (434) 297-7988, crt2b@virginia.edu.

Complaints of discrimination, harassment, and retaliation may be directed to the Office for Equal Opportunity and Civil Rights at UVaEOCR@virginia.edu. Complaint procedures may be found at <http://eocr.virginia.edu/file-complaint>. Complaints may also be filed with the Department of Education Office for Civil Rights, Equal Employment Opportunity Commission, Commonwealth of Virginia Division of Human Rights, and the Department of Human Resources Management.

A portrait of Teresa A. Sullivan, the President of the University of Virginia. She is a woman with short, light-colored hair, wearing glasses, a pearl necklace, and a dark top. The portrait is positioned on the left side of the page, partially overlapping a dark blue background with a subtle pattern.

FROM THE PRESIDENT

THE CORNERSTONE PLAN YEAR TWO UPDATE

As the University of Virginia approaches the 200th anniversary of its founding, we are focused on the goal of sustaining the University's tradition of excellence in its third century.

We pursue this goal by working at the frontiers of discovery in our classrooms, research laboratories, art studios, and in communities around the globe, from Charlottesville to Delhi.

The Cornerstone Plan has provided a blueprint for the University's future, and we continue to make great progress in the second year of the plan's implementation.

Our faculty are exploring the frontiers of discovery through its teaching, research, and scholarship. Two of the top-ten scientific breakthroughs according to *Science* magazine are the work of UVA faculty. And in the past year, we established the UVA Brain Institute to develop greater understanding of, and more effective treatment for,

brain diseases. Our students are benefiting from a new peer-advising program, intensified focus on entrepreneurship and innovation, and a new student-led radio station. These are just a few examples of the success stories described in the pages of this report.

Two hundred years ago, Thomas Jefferson conceived and built a new, unprecedented type of university, one dedicated to the "illimitable freedom of the human mind." As we approach the University's bicentennial and look to its third century, we remain committed to that founding vision of innovation and discovery.

A handwritten signature in cursive script that reads "Teresa A. Sullivan".

Teresa A. Sullivan
President

OVERVIEW

THE CORNERSTONE PLAN YEAR TWO UPDATE

MISSION STATEMENT

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

We are defined by:

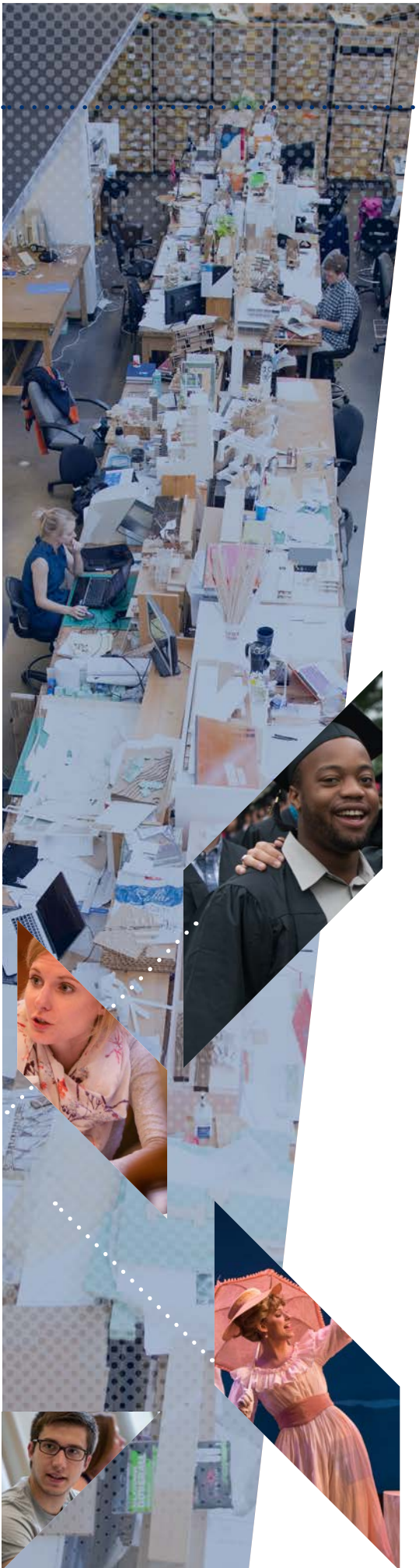
- Our enduring commitment to a vibrant and unique residential learning environment marked by the free and collegial exchange of ideas;
- Our unwavering support of a collaborative, diverse community bound together by distinctive foundational values of honor, integrity, trust, and respect;
- Our universal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

PRINCIPLES FOR IMPLEMENTATION

- We will ensure that our actions conform to our values of honor, diversity, self-governance, and public service.
- We will maintain our commitment to access and affordability.
- We will welcome opportunities to serve the Commonwealth.
- We will leverage technology for maximum gain.
- We will pursue continuous improvement as the source of ongoing excellence.
- We will make collaboration an institutional hallmark.
- We will seek opportunities to enhance our global perspective and presence.
- We will align resources with aspirations.

UNCOMMON LEADERSHIP FOR THE COMMON GOOD

- Make ethical leadership and the cultivation of leadership skills among students, faculty, and staff the focal point of our University's culture.
- Assemble a faculty dedicated to leadership in the classroom, in its research, and in its professional and institutional communities.
- Lead in higher education as a pacesetter in select areas such as student advising, faculty recruitment, and assessment.
- Lead by sharing our discoveries for the benefit of the Commonwealth and the nation.





EXTEND AND STRENGTHEN THE UNIVERSITY'S DISTINCTIVE RESIDENTIAL CULTURE

- Student Leadership Development
- Total Advising
- Lifelong Alumni Engagement

STRATEGIES

1 Student Leadership Development

The University will make the development of ethical leaders a central theme of its curricular, co-curricular, and extracurricular programs.



ACCOMPLISHMENTS

2015-2016

Supported students in their application to prestigious National Scholarships and Fellowships:

- **1** Davis Project for Peace Grant
- **8** Fulbright student awards
- **61** Fulbright applicants
- **1** Luce Scholarship finalist
- **4** Marshall Scholarship finalists
- **1** Michel David-Weill Scholarship finalist
- **1** Mitchell Scholarship
- **1** Rhodes Scholar
- **2** Schwarzman Scholars
- **1** Truman Scholar
- **4** UK Fellows
- **1** Yenching Academy alternate

155%

increase in student interactions with office of scholarships and fellowships

33%

increase in student applicants to national scholarships and fellowships

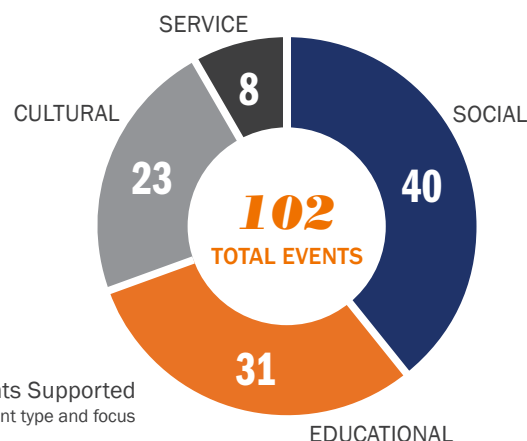
45%

increase in Fulbright applicants

The Meriwether Lewis Institute for Citizen Leadership now has **50** students across **2** cohorts.

Enhanced the **Presidential Fellows collaborative research program** for graduate students through the integration of additional programming focused on interdisciplinary collaboration, and the communication of science and scholarship to multiple audiences.

There was a **226%** increase in the number of events sponsored by the Office of Diversity and Equity to **enhance group identity and foster cross-cultural engagement.**



Student Events Supported by event type and focus

1

STUDENT LEADERSHIP DEVELOPMENT

THE CORNER TO HOST NEW SPACE FOR STUDENTS, DESIGNED BY MERIWETHER LEWIS FELLOWS



The Lloyd Building in The Corner business district, which most recently housed the Student Bookstore, is being transformed under a new student-designed plan.

University leaders asked the 25 second-year students enrolled in UVA's new Meriwether Lewis Institute for Citizen Leadership to "dig deep" into the project and propose plans for the building, said Dakota Lipscomb, a Lewis Fellow and third-year politics major in the College of Arts & Sciences. The students received floor plans and toured the structure. They presented their plans in July 2015.

Meriwether Lewis Fellows designed the space and its programming. The concept for the 15,000 sq. ft. building is a social place for students featuring rehearsal and performance space, a lounge where students can relax and play pool or video games, a café serving casual food and non-alcoholic drinks, multipurpose space, and a career advising office focused on the arts.

"We talked with first- and second-year students about where they feel comfortable, where they feel uncomfortable, and they indicated that they want a place that is



alcohol-free, fun, and promotes the arts," said Brittany Hsieh, a third-year computer science and global public health major who is one of the Meriwether Lewis Fellows working on the project.

"I have realized that my role as a student leader is to envision the Lloyd Building and anything I do in my other organizations with first- and second-years in mind," Hsieh said. "As a third-year, my time at the University is slowly coming to an end. What I do from this point forward is truly for future students of the University."



EXTEND AND STRENGTHEN THE UNIVERSITY'S DISTINCTIVE RESIDENTIAL CULTURE

- Student Leadership Development
- Total Advising
- Lifelong Alumni Engagement

STRATEGIES

2 Total Advising
The University will 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 UVA alumni.



ACCOMPLISHMENTS

2015–2016

■ Grew student engagement with the **UVA Career Center**, and opened new Career Center advising space in **Newcomb Hall**.

250+ new students engaged in community office hours

2000 students attending industry-focused programs in the fall



100+ alumni engaged in Career Center programs

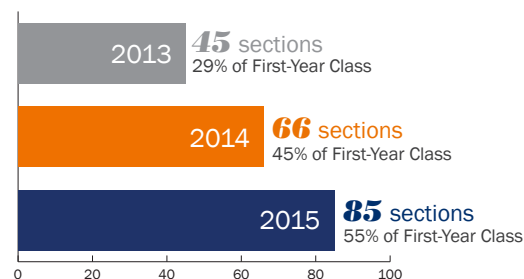
41% increase in sign-ups for community-related industries

■ Launched **Liberal Arts and the World of Work** semester-long courses.

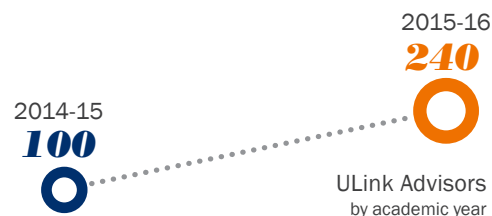
150 Students enrolled
20+ alumni engaged as mentors

■ Expanded **First-Year Advising Seminars**.

Total Advising Seminar Sections
Year-Over-Year Growth



■ Grew **ULink Peer Advising Program**, a student-run program that pairs first-years with upperclassman advisors.



■ Received philanthropic gift for the new **Dathel and John Georges Student Center**, where students can interact with different academic, career, and personal advising service providers in a single location.





EXTEND AND STRENGTHEN THE UNIVERSITY'S DISTINCTIVE RESIDENTIAL CULTURE

- Student Leadership Development
- Total Advising
- Lifelong Alumni Engagement

STRATEGIES

3 Lifelong Alumni Engagement

The University will develop training, teaching, and counseling programs for alumni that enable it to serve as their lifelong university.

ACCOMPLISHMENTS

2015-2016

- Introduced two new prototypes for **bringing UVA's intellectual resources to alumni for lifelong learning**, including a creation of a web-based portal of online content, and a "mini-Chautauqua" day of learning with UVA faculty in Palm Beach, Florida.



- 24,146 alumni participated in **events sponsored by the Alumni Association, Advancement, Schools and Units**.



- Increased **connections and engagement between faculty and alumni**.

82

faculty members spoke 125 times in 19 states and 12 international locations

- Participation in the **Alumni Mentoring Program** surpassed 500 student-alumni connections.

244

new student-alumni matches this year

- Launched **One-Day UVA**, a day-long classroom learning experience led by UVA faculty and held at historic and relevant sites throughout Virginia.



- Morven Farm
- Blackfriars Theatre
- Martha Washington's World
- Poplar Forest

- **Cavaliers Collect**, a special exhibition to celebrate The Fralin Museum's 80th anniversary featured in 2015.

75

works on loan from 55 distinguished art collections of UVA alumni and friends, and a series of events and panels





STRENGTHEN THE UNIVERSITY'S CAPACITY TO ADVANCE KNOWLEDGE AND SERVE THE COMMONWEALTH, THE NATION, AND THE WORLD THROUGH RESEARCH, SCHOLARSHIP, CREATIVE ARTS, AND INNOVATION

- Pan-University Research
- Research Infrastructure and Services

STRATEGIES

4 Pan-University Research
The University will leverage current talent and new faculty hiring opportunities to focus research on those intellectual and social challenges where it can have the most impact. As part of this effort, the University will develop several cross-Grounds institutes that address key issues and provide valuable educational opportunities.



ACCOMPLISHMENTS

2015-2016

■ Hosted **competition** to select the second Pan-University Institute.

Finalists:

- UVA Brain Institute [WINNER]
- Global Infectious Disease
- Julian Bond Institute for the Study of Race, Civil Rights and Social Justice
- Resilience Institute with Global Water Center
- Healthspan Institute

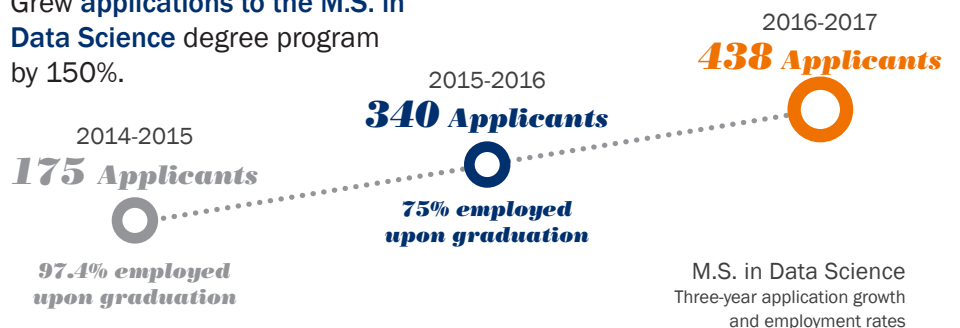
■ Awarded an **NIH Training Grant** for "Transdisciplinary Big Data Science Training at UVA" led by Professor Jason Papin, professor of biomedical engineering.

\$1.43m
over 5 years

■ **M.S. in Data Science Program** ranked 6th in the 2016 rankings of the Top 50 Best Value Big Data Graduate Programs.



■ Grew **applications to the M.S. in Data Science** degree program by 150%.



UNIVERSITY ESTABLISHES BRAIN INSTITUTE



The brain is the most complex organ in the human body, and it now is the subject of study for the University of Virginia's newest multi-disciplinary, pan-University undertaking: The UVA Brain Institute.

Thomas C. Katsouleas, UVA's executive vice president and provost, chaired a committee involving vice provosts, the interim vice president for research, and a representative of the UVA Faculty Senate. The Committee reviewed 24 concept papers and invited five of those to provide full proposals. With input from a team of external experts the committee selected the Brain Institute as the University's second cross-Grounds institute in a strategic initiative.

Dr. Jaideep Kapur, Eugene Meyer III Professor of Neuroscience and Neurology and a leading researcher and physician in the area of epilepsy, will direct the UVA Brain Institute. "We already have leading researchers on board who will help us achieve preeminence as we further build our faculty base," Kapur said. He believes that the strengthened emphasis on brain research will, in a decade or so, lead to major scientific, diagnostic and treatment breakthroughs that will greatly

improve society and the lives of individuals suffering from brain diseases and injuries.

Under Kapur's leadership, the institute will help UVA researchers develop multidisciplinary collaborative research projects that will compete for national grants; help recruit top-flight researchers centered around the study of the brain and the diseases and injuries affecting the organ; educate and train undergraduate, graduate, medical students and post-doctoral fellows; and encourage philanthropy from potential donors with an interest in improving brain health and treatment.

The Brain Institute will operate on an initial \$1 million internal award and will grow through new grants and philanthropy. Eighty current faculty members from a dozen departments around Grounds and from the Data Science Institute will participate in the new effort.

The UVA Brain Institute is the second pan-University Institute established as part of the Cornerstone Plan. The first, established in 2014, is the Data Science Institute, which deals with "big data" management, analytics, research and education.



STRENGTHEN THE UNIVERSITY'S CAPACITY TO ADVANCE KNOWLEDGE AND SERVE THE COMMONWEALTH, THE NATION, AND THE WORLD THROUGH RESEARCH, SCHOLARSHIP, CREATIVE ARTS, AND INNOVATION

- Pan-University Research
- Research Infrastructure and Services

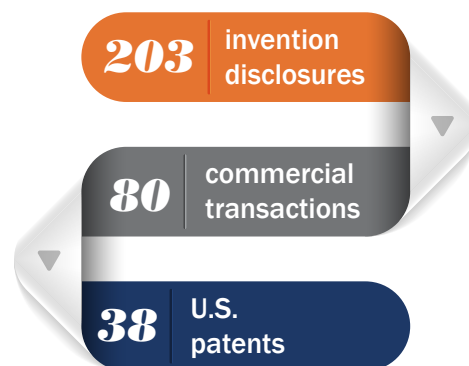
STRATEGIES

5 Research Infrastructure and Services
The University will enhance institution-wide infrastructure and services to encourage and support research, scholarship, creative arts, and innovation by faculty and students.

ACCOMPLISHMENTS

2015-2016

Increased activity of the **UVA Licensing Ventures Group** to its highest historical levels, including all-time highs in invention disclosures, commercial transactions, and U.S. patents.



Enhancing the Research Environment

- Created a new **web-based platform for research proposals** subject to Internal Review Board-Social Behavioral Sciences (IRB-SBS) review that allows the complete IRB-SBS protocol cycle (e.g., protocol submission, review, tracking) to occur online.
- Enhanced **laboratory safety and fire code compliance** through a comprehensive hazard characterization of hundreds of chemicals stored in the Chemistry Department, leading to reduction of highly toxic legacy chemicals.
- Reduced **safety and compliance risk** through active laboratory inspection, inventory, commissioning, and decommissioning in more than 1600 individual rooms across Grounds.

Expanding Research Opportunities

- Signed a Memorandum of Understanding with the **Library of Congress** related to audio-visual collections.
- Extended the cooperative agreement with the **Naval Air Warfare Center Aircraft Division** award 10 years to 2029.
- New access to **high priority Digital Materials**, including titles such as: British Periodicals; History Vault; Historical Newspapers — Baltimore Afro-American and other journal subscriptions.
- UVA awarded the **2015 Virginia Governor's Award** for Civilian Excellence in Fire Safety.
- Developed a unique and innovative agreement with **Digitalia**, a provider of Spanish language e-books and e-journals that provides immediate access and opportunity to strengthen a permanent collection.



THREE UVA SCIENTIFIC BREAKTHROUGHS

Science, one of the world's most prestigious scientific journals, selected 10 finalists for the year's biggest scientific breakthrough, and the University of Virginia took two spots on the list.

The missing link between the brain and immune system

School of Medicine researchers Jonathan Kipnis, Tajie Harris, and Antoine Louveau discovered previously unknown vessels connecting the brain directly to the lymphatic system. It's a stunning discovery that redrew the map of the human lymphatic system, rewrote medical textbooks, and struck down long-held beliefs about how the immune system functions in the brain. The discovery could have profound implications for a huge array of neurological diseases, from autism to multiple sclerosis to

Alzheimer's disease. "We believe that for every neurological disease that has an immune component to it, these vessels may play a major role," said Kipnis, a professor in the Department of Neuroscience and director of UVA's Center for Brain Immunology and Glia. Harris is an assistant professor in the Department of Neuroscience and a member of the Center for Brain Immunology and Glia. Louveau is a research scientist who joined Kipnis' lab as a postdoctoral fellow.

Reproducibility of psychology studies

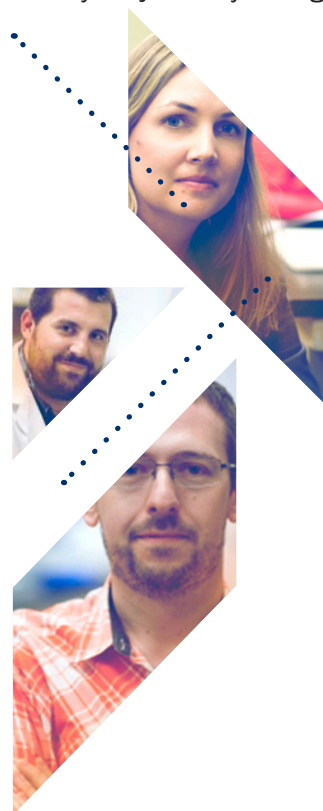
UVA psychology professor Brian Nosek and his research team examined the reproducibility of 100 psychology studies and found that fewer than half could be reproduced. While some of this may result from problems with the studies

themselves, the results also testify to the challenge researchers face in replicating findings effectively and creating results that can be reproduced. The work represents an important step toward enhancing the reproducibility of psychology studies. "For years there has been concern about the reproducibility of scientific findings, but little direct, systematic evidence. This project is the first of its kind and adds substantial evidence that the concerns are real and addressable," said Nosek. More than 270 researchers on five continents were involved in the enormous project, and 22 students and faculty from UVA were listed as co-authors on the scientific paper outlining the project's findings. Nosek is co-founder and executive director of the Center for Open Science, which coordinated the Reproducibility Project: Psychology.

A bountiful harvest of faint heavenly objects known as "brown dwarfs."

The March 2016 issue of *The Astronomical Journal* featured the recent findings of UVA astronomers on faint objects known as brown dwarfs. Too small to be stars, but too large to fit the common definition of planets, they were not proven to exist until 1995. Even in recent years brown dwarfs have remained elusive. Only 41 close-in brown dwarf companions to stars had been detected until this year when a team of astronomers led by UVA astronomy graduate student Nicholas Troup and UVA astronomy faculty members Steven Majewski, Michael Skrutskie and John Wilson reported the discovery of 112 — about three times as many than had

been found in the previous 15 years. "We were shocked," Troup said. The Apache Point Observatory Galactic Evolution Experiment (APOGEE), a major survey of the stars in our home galaxy led by UVA astronomers, played a key role in the discovery. The UVA-designed spectrograph at the heart of the APOGEE project is so sensitive to small stellar motions that companions orbiting these stars can be detected with APOGEE data. "This new result is yet another demonstration of the remarkable and unexpected returns one can achieve with investments in novel, state-of-the-art instrumentation that pushes the frontiers of scientific exploration," said Majewski, APOGEE's principal investigator.





STRENGTHEN THE UNIVERSITY'S CAPACITY TO ADVANCE KNOWLEDGE AND SERVE THE COMMONWEALTH, THE NATION, AND THE WORLD THROUGH RESEARCH, SCHOLARSHIP, CREATIVE ARTS, AND INNOVATION

- Pan-University Research
- Research Infrastructure and Services

STRATEGIES

5 Research Infrastructure and Services
The University will enhance institution-wide infrastructure and services to encourage and support research, scholarship, creative arts, and innovation by faculty and students.



ACCOMPLISHMENTS

2015-2016

Received **direct awards** for three different projects involving Arts & Science and Engineering: Explosives analysis; Human ID; rapid prototyping of UAVs.

\$2.6m



Received **Andrew W. Mellon Foundation award** to create a research center for the study of the Indigenous Art of Australia and the Americas, including support for curators and a residency program for visiting scholars, artists and curators.

\$815,000

The Mellon Foundation recognized OpenGrounds as a **best practice model of arts integration at research universities**, and as a national model for institutional commitment in support of creative cross-disciplinary, collaborative research.

600 cross-disciplinary events hosted by groups of faculty, staff and students from across the University.

opengrounds

Secured 150+ resources providing access to more than 215,000 videos, 10,000 Journals (including historical collections that stretch back to the 17th century), 105,000 e-books, 9,600 global newspapers covering 160 countries, and 10,000,000 tracks of streaming music.

Developed **ResearchNET**, a new research resources network that supports faculty from all schools and disciplines in establishing more meaningful contacts with agency, industry and foundation program officers in order to assist faculty in successfully competing for sponsored research funds.

5 RESEARCH INFRASTRUCTURE & SERVICES

A DIGITAL LIBRARY FOR THE FUTURE

The UVA-led Academic Preservation Trust (AP Trust) is a coalition of 17 universities committed to preserving and protecting a diverse digital record of scholarship for generations to come. Scholars have been creating digital-only materials on a regular basis since the early 1990s, but with every new advance in technology and huge growth in the volume of digital content, these materials are in danger of disappearing or becoming obsolete and inaccessible.

APTrust Member Schools

University of Virginia	Penn State University	University of Miami
Columbia University	Syracuse University	University of Michigan
Georgetown University	University of Chicago	University of North Carolina
Indiana University	University of Cincinnati	University of Notre Dame
Johns Hopkins University	University of Connecticut	Virginia Tech
N.C. State University	University of Maryland	

To date, APTrust has already preserved more than 17 terabytes of data from all its partner institutions. Due to its rapidly growing storage-space demands, the group currently uses Amazon Web Services to store and safeguard all of its contents. Every piece of data is protected through multiple levels of redundancy.

Once a new file is properly packaged and labeled at depositing institutions such as UVA, it's saved at two separate Amazon data centers, one in Virginia and one in Oregon. Inside each center, data is stored inside three separate "availability zones" that have independent power supplies, environmental controls and network connections. If one zone is disrupted, the others will remain unharmed. Additionally, the Virginia and Oregon centers use different technologies to store their data, so APTrust files are secured across multiple platforms.

APTrust's primary goal is to package and preserve information in a way that makes it accessible to future generations. Today, any records that UVA or its partner institutions wish to preserve are sent to library specialists who carefully label them with a range of searchable data markers.

"Figuring out how to identify a piece of scholarship so that others can find it later is a significant challenge that involves specific ways of describing it. In old library days, we used the term 'cataloging.' We call it 'metadata' now," Program Director Chip German said. After digital material has been properly described, the next challenge is to preserve it in a way that will remain readable in the years to come.

This shared preservation-storage space ensures access by future researchers to scholarship from all 17 institutions. The result is an extensive online archive built from many different perspectives.





PROVIDE EDUCATIONAL EXPERIENCES THAT DELIVER NEW LEVELS OF STUDENT ENGAGEMENT

- High-Impact Educational Experiences
- Global Experiences
- Evidence-Based Teaching and Learning

STRATEGIES

6 High-Impact Educational Experiences
The University will enhance its ability to deliver a broad range of high-impact educational experiences for undergraduate, graduate, and professional students, including meaningful research with faculty members, service learning, entrepreneurial experiences, and internships.



ACCOMPLISHMENTS

2015-2016

■ Redesigned **Double Hoo Awards** to provide research opportunities to first- and second-year students.

17 Double Hoo Awards

■ Increased **student participation in the Arts** (includes academic coursework, formal arts programs, and arts-related CIOs).

10,022
students actively participating in the Arts

■ **Student attendance at Arts Events** — ticketed events, musical performances, exhibits, speaker series' and writer-in residence readings — surpassed **26,000** throughout the course of the year.



■ 65% increase in student participation with **Undergraduate Student Opportunities in Academic Research (USOAR)**, matching first-year, second-year, and transfer students with no previous significant experience in research with a paid research position working with a faculty supervisor.

■ Launched **WXTJ radio station**, entirely run and staffed by students.

130+
students involved in planning, producing, and hosting on-air programs



■ The annual **Public Days exhibition** showcases the remarkable range of leading-edge, exploratory research of UVA undergraduate, graduate, and post-doc students, and makes these scholarly and creative accomplishments available to the greater public community.

95 student participants from eight schools presented 67 projects at UVA, local high schools and libraries, the Tom-Tom Founders Festival, and the City of Charlottesville.

public days



UVA'S STUDENT-RUN START-UP CULTURE

Six of the largest student-run entrepreneurship groups on Grounds give students an inside look at the real world of start-ups.

The National Venture Capital Association recently tabbed Charlottesville as one of America's fastest-growing cities for venture capital investment, and University of Virginia students are among the leading drivers of the city's exploding start-up scene.

Students have numerous opportunities to engage in start-up culture around Grounds, whether it's through new courses, start-up incubators, or local volunteer work. For many students, their first hands-on start-up experience begins with one of UVA's many student-run entrepreneurial groups.



The **HackCville** clubhouse on Elliewood Avenue is a collaborative space where students are encouraged to use an entrepreneurial mindset to pursue their passions, whether that's building a new start-up or just mastering a new skill.



SEED caters to UVA students with an eye toward social entrepreneurship, and its members gain hands-on experience by providing free consulting services to NGOs and social enterprises around the world.



The **Darden Entrepreneurship and Venture Capital Club** is a connecting point for start-up-minded students who wish to test their ideas and grow them into new projects.



The UVA chapter of **Enactus** works within the Charlottesville community using business skills to address social, economic and environmental concerns.



The Law School's **E*Society** is focused on further educating its students about entrepreneurship and helping connect them to the University's wider start-up network.



The **Virginia Venture Fund** gives students the opportunity to look at entrepreneurship through an investor's eyes. Members work directly with venture capital firms around the country to help them identify the best new investment opportunities.



PROVIDE EDUCATIONAL EXPERIENCES THAT DELIVER NEW LEVELS OF STUDENT ENGAGEMENT

- High-Impact Educational Experiences
- Global Experiences
- Evidence-Based Teaching and Learning

STRATEGIES

7 Global Experiences

The University will strengthen its global presence and systematically foster international knowledge and cross-cultural understanding among all its students: undergraduate, graduate, and professional.



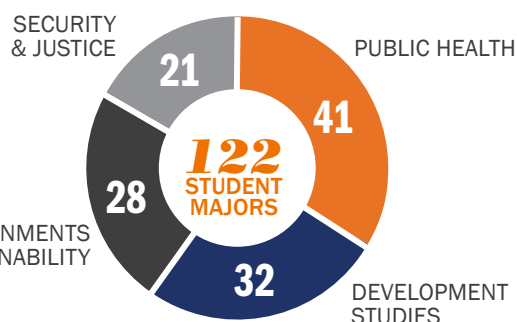
ACCOMPLISHMENTS

2015-2016

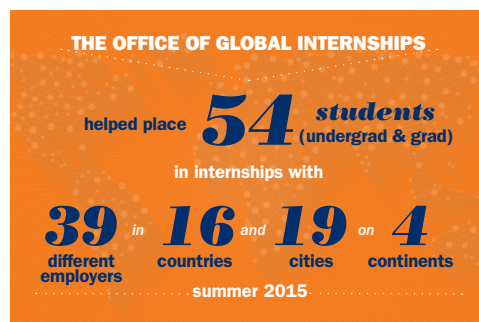
- Grew the **Global Studies Major** with 122 student majors in its second year. 44% of students are double-majoring in a complementary field.

Student Majors
by concentration

ENVIRONMENTS
& SUSTAINABILITY



- Increased **Global Internships** with student participants interning in 19 cities across 16 countries.



- Named by the **Institute of International Education** as one of the Top 25 colleges sending students on study-abroad programs.



- Created the **Edward R. Stettinius Jr. Prize for Global Leadership**, and named former U.S. Secretary of State Madeleine Albright as the first award recipient.





PROVIDE EDUCATIONAL EXPERIENCES THAT DELIVER NEW LEVELS OF STUDENT ENGAGEMENT

- High-Impact Educational Experiences
- Global Experiences
- Evidence-Based Teaching and Learning

STRATEGIES

7 Global Experiences

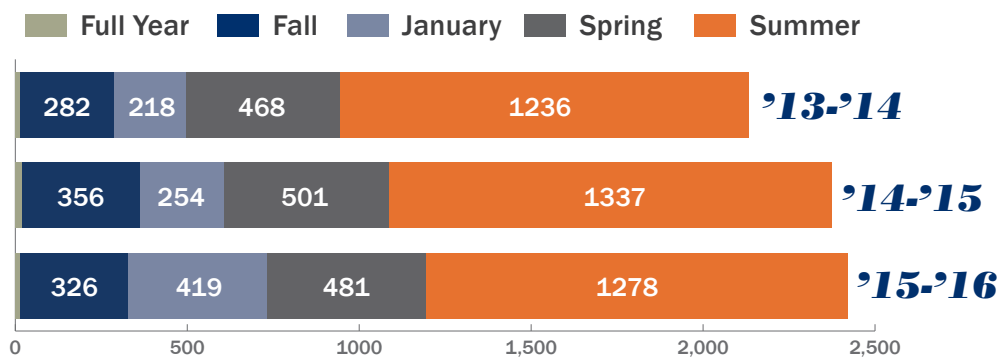
The University will strengthen its global presence and systematically foster international knowledge and cross-cultural understanding among all its students: undergraduate, graduate, and professional.

ACCOMPLISHMENTS

2015-2016

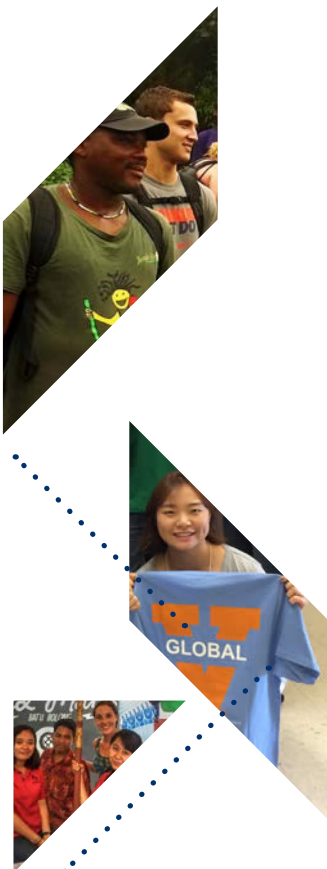
Increased Student Participation in Education Abroad

Number of Undergraduate Student Participants



Supported new opportunities and funding that supports student and faculty work in China.

- **31** academic agreements with China.
- **7** internship companies with **16** internship positions.
- Launched **3** major new social media channels in China with **2000+** followers.
- Created new institutional agreement between the McIntire School and Shanghai United Media Group.
- Created new joint program with Architecture Center with Southeast University.
- Forged visiting faculty agreement between UVA and East China Normal University.
- Signed MOU with Ministry of Education that awards **3** scholarships for UVA students to study in China.
- Facilitated **88** significant activities.
- **7** faculty-led programs.
- **17** academic site visits for UVA student groups.
- Supported Darden Graduate School of Business' Shanghai Investing Summit.



A RIVER RUNS THROUGH IT

The University of Virginia is working to help reunite New Delhi with the Yamuna River.

The decision to relocate India's capital from Calcutta to Delhi in the early twentieth century catalyzed sprawling development in the urban metropolis and moved the growing city away from the Yamuna River, which had once defined its history and culture. The Yamuna is one of India's most important rivers, ecologically, spiritually, and economically. The portion of it that runs through Delhi is heavily contaminated with industrial effluents and sewage. Hidden from view, its floodplain is the home to whole communities of Delhi's poorest. At the same time, the river itself has enormous sacred importance for millions of Indians.

The University of Virginia's Yamuna Project is a long-term, inter-disciplinary research program whose objective is to revitalize the ecology of the Yamuna River in the Delhi area. The project was conceived and initiated by two professors in the School of Architecture, Iñaki Alday and Pankaj Vir Gupta and began with a series of research studios beginning in 2013-14. The outcome was Re-Centering Delhi, an award-winning vision of Delhi's Yamuna that rejuvenates the local environment, improves local infrastructure, and reorients patterns of urban settlement in order to ameliorate the lives of local residents and enhance public access to Delhi's culturally and ecologically vital Yamuna River.

After two years of work both in India and Charlottesville, the original vision of the project expanded to become the first pan-University project of its kind. In March 2016, a symposium hosted by UVA's Center for Global Inquiry and Innovation brought together senior leaders from India with UVA faculty representing a wide array of fields including anthropology, architecture, art history, civil engineering, environmental science, history, political science, public health, data science, and business.

The greatly expanded Yamuna River Project involves an interdisciplinary team from UVA whose objective is to engage the efforts of government agencies, experts and activists in an ongoing program to address the multidimensional challenges posed by the current state of the Yamuna River and its surroundings. Over the longer term, the Yamuna Project's objective is to build a publicly accessible body of information and expertise that will catalyze efforts to reinvigorate the Yamuna's ecological system in Delhi. The goal of the Yamuna River Project is for UVA and Indian colleagues to consider how the river might be recovered and rethought as an axis of Delhi's life.





PROVIDE EDUCATIONAL EXPERIENCES THAT DELIVER NEW LEVELS OF STUDENT ENGAGEMENT

- High-Impact Educational Experiences
- Global Experiences
- Evidence-Based Teaching and Learning

STRATEGIES

8 Evidence-Based Teaching and Learning

The University will utilize evidence-based practices to enhance its ability to document and understand the impact of curricular, cocurricular, and extracurricular experiences and apply that knowledge to improve faculty teaching and undergraduate, graduate, and professional student learning.



ACCOMPLISHMENTS

2015-2016

- Grew enrollment in the **Course Design Institute**, an intensive, multi-day, hands-on seminar which provides instructors the opportunity to experience the iterative, dynamic, and scholarly process of learning-focused course design.

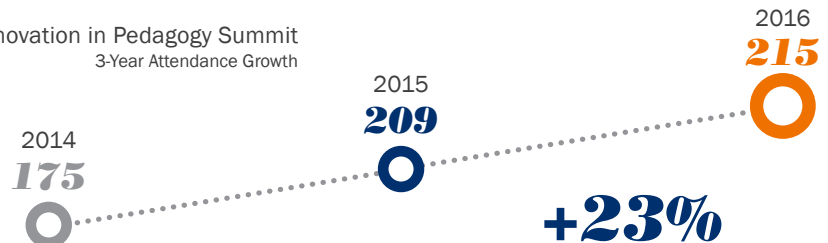
379

instructors have completed the Course Design Institute



- Increased attendance at the **Innovation in Pedagogy Summit**, which presents proven techniques and practices surrounding teaching and learning in higher education. The Summit is UVA focused, but also includes participants from universities, community colleges, and K-12 systems from across the Commonwealth.

Innovation in Pedagogy Summit
3-Year Attendance Growth



- Hosted the **Teaching with Technology Summit**, featuring faculty success stories of integrating technology with teaching at UVA.





ASSEMBLE AND SUPPORT A DISTINGUISHING FACULTY

- Faculty Leadership Development
- Continuous Active Recruiting to Secure Leading Faculty
- Interdisciplinary Hiring

STRATEGIES

9 Faculty Leadership Development

The University will invest in, mentor and support current faculty members to further their careers, assisting them in gaining the knowledge and skills needed to enhance their effectiveness as teachers, researchers and leaders in the University community.



ACCOMPLISHMENTS

2015-2016

■ Introduced a new expanded **faculty orientation program** that is designed to accommodate the growth in faculty hiring and to be distinct from other universities in its emphasis on teaching, research and UVA culture.

■ Launched **Ignite Program**, a year-long program that provides faculty who are new to UVA with the knowledge, skills and supportive community they need to develop into exceptional teachers.

■ Expanded **Nucleus**, a year-long program designed to help faculty improve STEM education in large enrollment, introductory-level courses using research-based pedagogies and assessment.

■ Launched a new **Teaching Residency Program** in the College and Graduate School of Arts & Sciences and hired four Teaching Residents. Each Resident teaches three College Advising Seminar sections and a series of seminars over the two-year program. Residents also receive professional development opportunities through programs and training during their tenure.

- UVA's global perspective
- Research ethics
- Designing learning environments
- Engaging Students as Partners in Teaching and Learning
- Developing Research and Scholarship at UVA
- Inculcation in the UVA Honor System

IGNITE PARTICIPANTS BY STATUS AND RANK

77% of Assistant Professors

64% of Tenure Eligible Faculty

35% of Non-Tenure Track Faculty

26

faculty members redesigned 26 STEM courses impacting nearly 5,000 students each time the course is taught.



ASSEMBLE AND SUPPORT A DISTINGUISHING FACULTY

- Faculty Leadership Development
- Continuous Active Recruiting to Secure Leading Faculty
- Interdisciplinary Hiring

STRATEGIES

10 Continuous Active Recruiting

The University will develop a continuous recruiting process to more accurately identify high-potential faculty, build stronger relationships with targeted candidates, and close recruitment efforts successfully.

ACCOMPLISHMENTS

2015-2016

- Launched the **Dual Careers Program** to assist UVA faculty spouses and partners seeking employment in the Charlottesville area, including the hiring of a Program Director and the creation of an intake system for spousal and partner employment assistance requests.
- Increased **faculty position advertising** through a partnership between the Office of the Provost, Executive Search Group & Strategic Resourcing, the Office for Equal Opportunity and Civil Rights, University Human Resources, and University Communications.
- Created a university-wide agreement linking job postings in UVA's Jobs@ system with **Inside Higher Ed**.
- Created the **Charlottesville Recruiting Network** in partnership with the Charlottesville Chamber of Commerce and Charlottesville area HR professionals. Using LinkedIn, the Network is a means for learning more about the needs of local employers and sharing information on faculty spouses and partners seeking professional positions.
- **Equipping the Next Generation of Faculty**
In collaboration with the Center for Teaching Excellence, affiliate career services offices, and other partners, the Office of Graduate and Postdoctoral Affairs provided more than 50 academic, career, and professional development workshops, presentations, and events for graduate students, postdocs, faculty and staff with more than 1,500 participants from across the University.





ASSEMBLE AND SUPPORT A DISTINGUISHING FACULTY

- Faculty Leadership Development
- Continuous Active Recruiting to Secure Leading Faculty
- Interdisciplinary Hiring

STRATEGIES

11 Interdisciplinary Hiring
The University will identify its hiring priorities and, in those cases where they are interdisciplinary in nature, adjust institutional and professional incentives appropriately.

ACCOMPLISHMENTS 2015-2016

Hired a record number of **faculty members from diverse backgrounds.**

107 tenure-track faculty hired

9 African Americans

31% underrepresented minorities

40% women

- Conducted traditional discipline-based **faculty searches** and engaged in innovative hiring strategies including Cluster and TOPS hiring.
 - Completed first class of **Cluster Hires** — a group of faculty members in an area of societally important scholarship spanning disciplines and school boundaries.
 - Completed first class of **TOPS Hires** — “Targets of Opportunity” are individual candidates highly sought after for the extraordinary value they bring to the University.

Some of the areas in which Cluster and TOPS faculty members were hired:

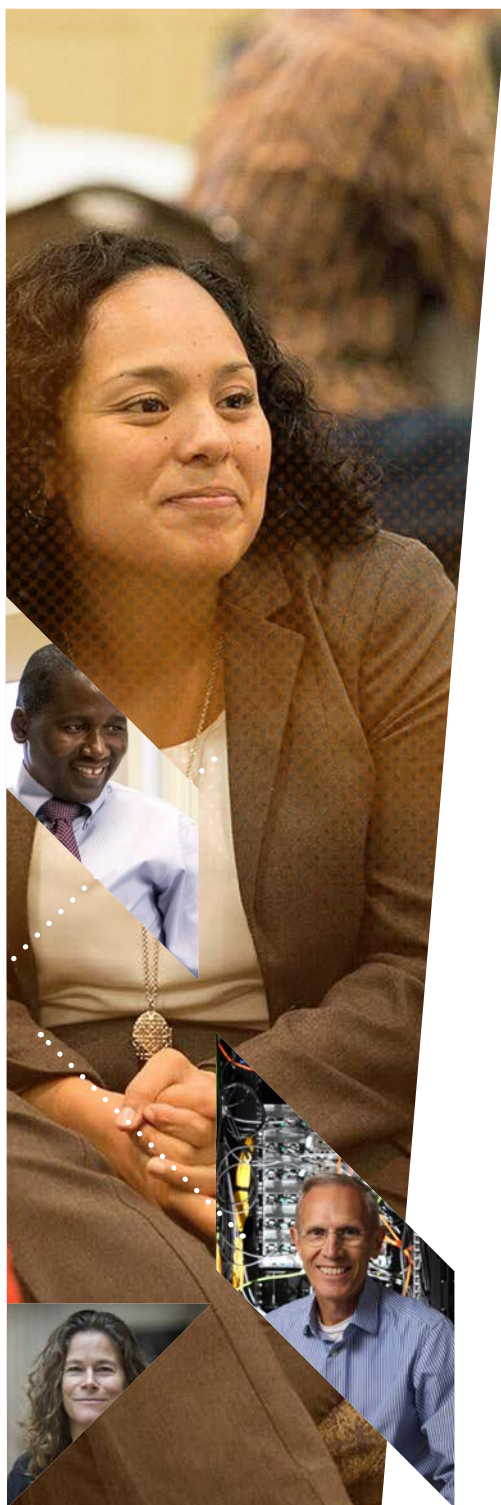
Global Markets
Resiliency in the Face of
Environmental Change
Cloud-Scale Data Analytics
Biomedical Data Science

Youth and Social Violence
Education Policy
Electrical & Computer Engineering
Design Thinking and Innovation
Ophthalmology



UVA'S APPROACH TO HIRING TOP MULTIDISCIPLINARY SCHOLARS

Interdisciplinary Hiring Initiatives are part of UVA's strategy to replenish the faculty ranks, remove obstacles to interdisciplinary hiring, and increase opportunities to assemble a high-quality, diverse faculty.



UVA's plan to hire faculty in strategic, collaborative areas of research and scholarship involves nine schools whose deans submitted proposals for interdisciplinary faculty positions that build on academic strengths and focus on increasingly important social and scientific issues. The program is part of an aggressive five-year campaign the Board of Visitors approved last fall.

President Teresa A. Sullivan asked the deans to collaborate in submitting proposals for hiring additional tenured and tenure-track faculty members, and a committee of vice provosts and University Professors reviewed requests for 54 positions and approved 20 joint-hire searches.

In addition, another new initiative on "Target of Opportunity" searches will pursue 11 highly sought-after top scholars and researchers. These would be individuals who are not in the job market but would add to UVA's faculty excellence if successfully recruited.

"This is our once-in-a-generation opportunity to build the University's faculty for its third century and to shape UVA's intellectual future," Sullivan said. "In addition, it presents an opportunity for us to enhance the diversity of our faculty."

The hiring initiatives are part of UVA's need to replenish the faculty ranks, as well as its goal to remove obstacles to interdisciplinary hiring, increasing opportunities to assemble a high-quality, diverse faculty. The University, along with other institutions of higher education, is in the midst of a dramatic generational turnover in faculty that began several years ago and is projected to continue for at least the next five years.

"The approach is both strategic and opportunistic, and I am optimistic about the quality and diversity it will bring to the University," Executive Vice President and Provost Thomas C. Katsouleas said. "Expectations will be high for hiring top faculty into the 20 newly approved interdisciplinary positions," Katsouleas said. If not all of the positions can be filled, they will carry over to next year.

In addition to the strategic hires, UVA plans to hire 105 new tenured and tenure-track professors each year for the next five years, plus an additional 20 new faculty each year to accommodate enrollment growth, he said. These figures do not include non-tenure-track faculty.



STEWARDSHIP RESOURCES TO PROMOTE ACADEMIC EXCELLENCE AND AFFORDABLE ACCESS

- Affordable Excellence
- Organizational Excellence
- Leadership in Promoting Staff Excellence
- Philanthropy for Strategic Priorities

STRATEGIES

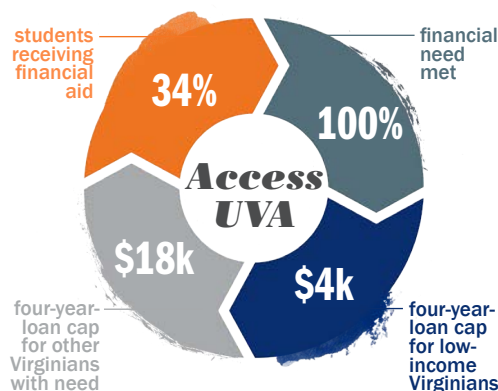
12 Affordable Excellence

The University will develop and implement a financial model that generates adequate resources to sustain AccessUVA and additional measures envisioned in the Commonwealth of Virginia's recent higher education legislation, thus promoting academic excellence, diversity, and financial predictability and affordability.

ACCOMPLISHMENTS

2015-2016

- Implemented second year of the **Affordable Excellence Model**, a commitment to students and families that will continue to offer a world-class education that is accessible to all.



- The University of Virginia is perennially **ranked among the best universities in the nation** for providing the best value to students and their families.



#7
"Top Colleges that Pay You Back"



#3
"Best College Value"



#3
"Best Value Public University"



#3
"Best Public University"

- Engaged in **strategic fundraising** to raise support and commitments to need-based scholarships.

\$8m

Received in philanthropic support for student scholarships

- Enrolled second cohort of **Blue Ridge Scholars**, a new scholarship program to benefit incoming undergraduate students with exceptional promise and significant financial need.

I may not have been able to attend the University without this scholarship, and now that I'm here, it seems that every door is open and the choices for my future are limitless.

Casey Balamut '18
Blue Ridge Scholar





STEWARDSHIP RESOURCES TO PROMOTE ACADEMIC EXCELLENCE AND AFFORDABLE ACCESS

- Affordable Excellence
- Leadership in Promoting Staff Excellence
- Organizational Excellence
- Philanthropy for Strategic Priorities

STRATEGIES

13 Leadership in Promoting Staff Excellence

The University will foster a culture of excellence and achievement among its employees and will invest in, recognize, and promote those who assist it in fulfilling its academic mission.

ACCOMPLISHMENTS

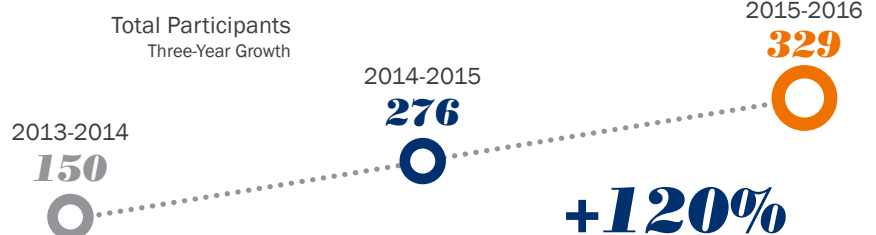
2015-2016

- Enhanced **Succession Development Program** to identify and develop inherent talent of **high-performing individuals** who may have the potential to fill key leadership positions at UVA.

30

participants and mentors representing 15 departments, nine schools, and the Health System

- Increased participation in **leadership development** “cohort” programs.



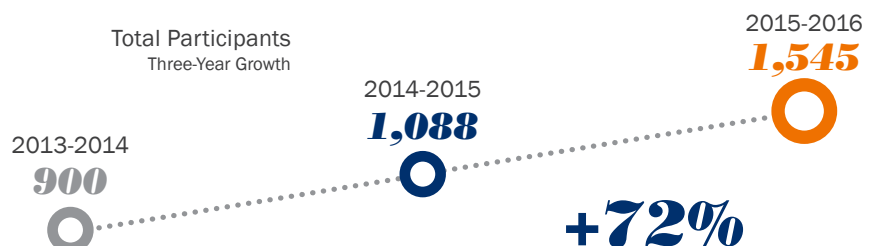
- Designed and delivered **custom workshops and retreats** as part of the Organizational Leadership Services.

41

workshops designed and delivered

- The University Library partnered with University Human Resources and Information Technology Services to replace existing online employee training platforms with **Lynda.com** and save the University a costly contract.

- Increased participation in **open enrollment professional classes**





STEWARDSHIP RESOURCES TO PROMOTE ACADEMIC EXCELLENCE AND AFFORDABLE ACCESS

- Affordable Excellence
- Leadership in Promoting Staff Excellence
- Organizational Excellence
- Philanthropy for Strategic Priorities

STRATEGIES

14 Organizational Excellence
The University will enhance its organizational capacity through resource alignment and optimization to enable academic excellence and affordable access.

ACCOMPLISHMENTS

2015-2016

Enhanced **ResearchUVA**, a comprehensive, enterprise-wide system and process for proposal development, submission and award management.

85k+ document repository

668 faculty & staff users

\$5m annual research admin time savings

Consolidated **Gift Processing Services** for the University and its foundations.

- Opened April 2016
- 20+ processes simplified
- 14,000+ transactions processes/month
- Improved responsiveness and accuracy

Launched **Ufirst**, a multi-year transformational project that will deliver customer-centric Human Resources services across the Academic Division and Health System.

- Designed and validated 14 future state process models
- Inventoried 152 HR policies
- Identified 2000+ technology requirements
- Selected one integrated HR information system to replace 90 different systems

Consolidated purchases for discount pricing — Strategic Sourcing with **\$1.4 million** in annual savings realized.

Provided **20+ internal consulting services** to schools and units, including strategic planning, process redesign, root cause analysis, meeting facilitation, and project management.





STEWARD RESOURCES TO PROMOTE ACADEMIC EXCELLENCE AND AFFORDABLE ACCESS

- Affordable Excellence
- Leadership in Promoting Staff Excellence
- Organizational Excellence
- Philanthropy for Strategic Priorities

STRATEGIES

15 Philanthropy in Service to Strategic Priorities

The University will more closely align fundraising with University and school strategic priorities and will restructure University advancement as a center of excellence, producing greater effectiveness and efficiency.



ACCOMPLISHMENTS

2015-2016

- Funding for the **Rotunda Restoration** was completed prior to the building's reopening Fall 2016, including \$20+ million in private gifts.



- Established **Bicentennial Ambassadors** to initiate relationships with alumni and to help identify the Grounds-wide major gift pipeline for our next comprehensive fundraising campaign.

2 Bicentennial Ambassadors identified **530** prospects that made gifts totaling more than **\$11.8m** in support of fundraising priorities including scholarships, professorships, and Jeffersonian Grounds

- Continued fundraising support for key programs including **\$765,000** to add to an existing fund for scholarships for students from China and **\$1.2 million** for **Total Advising and USOAR**.

- Maintained **active calendar of events** featuring programs by University leadership and focused on strategic priorities.

50 donor relations events
3,900 attendees

- New **partnerships** were forged and deepened in key strategic areas: Global Initiatives, the Arts, the Batten School for Leadership and Public Policy, and the Center for Politics.

- Established the **Strategic Foundation Leadership Group** with representation from the College and Graduate School of Arts and Sciences, Curry School of Education, Research, Global Affairs and the Miller Center to focus on pan-University opportunities for foundation support and strategies for elevating UVA's visibility with major foundations.

2016-2017 PRIORITIES

THE CORNERSTONE PLAN YEAR TWO UPDATE

Pillar I

EXTEND AND STRENGTHEN THE UNIVERSITY'S DISTINCTIVE RESIDENTIAL CULTURE

- Open **new student center** on the Corner
- Complete construction of the **Dathel and John Georges Student Center**
- Begin piloting the new **general education curriculum** in the College of Arts & Sciences
- Expand **employer development** activities
- Conduct **charrette** to plan the culture and environment we value
- Fully implement the **Meriwether Lewis Institute for Citizen Leadership**
- Enhance opportunities for meaningful student engagement in **career-related activities**
- Expand the number and type of opportunities supporting **student diversity**
- Focus programming on showcasing the **talent of UVA faculty**
- Determine a long-term model for the **lifelong University web portal**

Pillar II

STRENGTHEN THE UNIVERSITY'S CAPACITY TO ADVANCE KNOWLEDGE AND SERVE THE COMMONWEALTH OF VIRGINIA, THE NATION AND THE WORLD

- Support the growth of the **UVA Brain Institute** and the **Data Science Institute**
- Assess the University's **economic impact** on the Commonwealth and strengthen support for local and statewide economic development, entrepreneurship, and technology transfer efforts.
- Advance **information technology and high-performance computing** to expand and support faculty research
- Select the **third pan-University Institute**
- Expand institutional support for the **digital humanities**
- Strengthen support for faculty research infrastructure through implementation of **ResearchNET**

Pillar III

PROVIDE EDUCATIONAL OPPORTUNITIES THAT DELIVER NEW LEVELS OF STUDENT ENGAGEMENT

- Continue expansion of **undergraduate research** opportunities and participation
- Continue expansion of student participation in **national scholarship and fellowship competitions**
- Continue expansion of student participation in **study abroad**
- Strengthen the connections between our **academic outreach activities** in teaching and research and the community, state, nation and world
- Create and launch new **Diversity Doctoral Fellowship** program

Pillar IV

ASSEMBLE AND SUPPORT A DISTINGUISHING FACULTY

- Improve **dual-career support** for faculty spouse/partners
- Expand pan-University **cluster and TOPS hiring**
- Expand **professional development programs** for faculty and academic leadership

Pillar V

STEWARD THE UNIVERSITY'S RESOURCES TO PROMOTE EXCELLENCE AND AFFORDABILITY

- Sustain operations of the **Center for Leadership Excellence**
- Implement **new HR service model** and technology
- Complete end-to-end automation of **travel and expense** process
- Award the first allocation of **strategic investment fund** grants to enhance UVA's academic and research standing
- Expand pipeline of **scholarship donors**
- Enhance **research administration** analytics, reporting and award processing
- Pivot from Rotunda Restoration fundraising to the broader **Jeffersonian Grounds Initiatives**
- Finalize campaign **volunteer leadership structure**

