



# A GREAT AND GOOD UNIVERSITY

## THE 2030 PLAN

AUGUST 2019

# INTRODUCTION

**IN JANUARY OF 1819**, the Commonwealth of Virginia's General Assembly chartered what would become the University of Virginia. For two hundred years, the University has served Virginia, the nation, and the world by educating responsible citizen-leaders; advancing, preserving, and disseminating knowledge; and providing world-class patient care. These responsibilities are enduring and will continue to inspire our efforts.

Building on this history, this strategic plan provides a roadmap for the future of UVA as it enters its third century. The plan begins with our mission and values, which were formally adopted in their current articulation in 2013. It moves on to a vision statement, a set of goals, and a smaller set of key initiatives. Lastly, it describes the work to be done as we move from planning to execution.

The connection among these pieces is straightforward. Our aim is to be the best public university in 2030, and one of the very best in the world, whether public or private. We believe that the way to achieve this goal is by being both great and good, as described in the vision statement. The goals described in this document constitute our concrete definition of what we mean by a great and good university. The initiatives represent *some* of the efforts we will make to achieve our goals.

The last point is critical to keep in mind: The initiatives do not represent the sum total of all we are or will be doing to achieve the goals. There are numerous activities, programs, efforts, and initiatives already underway across the Grounds and within schools and departments that are relevant to the goals. The key initiatives are limited to new, major efforts by the University. In order for this strategic plan to guide our actions, initiatives must be limited to a number that can be plausibly funded and implemented over the next eight to ten years.

Our schools will pursue their own individual plans. These plans will be consistent with our overall goals, but they will build on the unique strengths and advance the distinctive missions of the schools.

Similarly, our University Health System is critical to the University and its mission. As an integral part of the University, many of the goals that follow apply to the Health System, just as they apply to all of the schools, including recruiting and supporting outstanding students, faculty, and staff; enabling path-breaking research that improves lives; creating an inclusive community of trust; and being a strong partner and a good neighbor to Charlottesville. At the same time, the Health System is sufficiently large and complex that it will develop its own strategic plan that will build on these goals and include others necessary for its success.

The College at Wise is also critical to our ability to serve the Commonwealth broadly. It, too, has unique opportunities and challenges. We will work with the leaders at Wise to develop a strategic plan that defines the mission and role of Wise within the broader University and the Commonwealth's higher education system. We will then team with the leadership of Wise and the Health System to help them both achieve their respective missions and implement their strategic plans, consistent with the overall goals of the University's strategic plan.

All of which is to say that this document is not meant to be a catalogue of all that we are doing. It is also not meant to be a catalogue of everything important that we are doing. There is great and important work that is not part of a new key initiative but is nonetheless vital to the University and critical to achieving our goals.

With those thoughts in mind, we hope you are excited and inspired by what follows.



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# Mission and Values

**IN 2013**, the Faculty Senate approved the following mission and values statement, which remains in place today:

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**T**he 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.

# VISION

## A Great and Good University

This year marks our bicentennial. Two hundred years ago, the Virginia General Assembly voted to grant a state charter to Central College, which was the original name Thomas Jefferson gave to what would become the University of Virginia.

Jefferson did not set out to create a school that was like others in existence at the time. From the layout of the Grounds, to the type of faculty hired, to the structure of the curriculum and the courses offered, to the secular nature of the University, to its overriding purpose—to serve our new democracy—UVA was distinctive. Jefferson's vision was far from perfect, and it excluded more students than it included. But the core elements of his design were visionary and, in some respects, revolutionary.

As we enter our third century, we would do well to retain that revolutionary spirit. Higher education is more firmly established today than it was two centuries ago, but we are in a period of remarkable instability and uncertainty. The public is increasingly skeptical of the value of a college degree and the contributions of higher education to American progress. To remain true to our core tradition of innovation, our aim should be to build toward a university that is not like others already in existence.

To this end, we must reimagine what will be expected of universities in 2030. My belief is that universities will be, and should be, judged quite differently than they are today. With the growing skepticism of higher education, combined with the explosion of data that give insight into what happens on campus and after our students graduate, I believe that colleges and universities will be—and should be—assessed by criteria that better capture the true value of an institution.

If I am correct, colleges and universities in 2030 will be judged by the quality of their classroom and residential experiences and how these contribute to the future success of our students. They will be judged by how well students are prepared to secure their first jobs and also how well they are prepared to lead meaningful, satisfying lives. They will be judged by how long it takes students to graduate and how much debt they will carry when they leave. They will

be judged by how well students are prepared to lead in a diverse and globally connected world. They will be judged by how well they promote social and economic mobility. Their faculty will be judged by their research productivity, their influence, and their impact—on students, on other scholars, and on the world around them.

In 2030, universities will be judged in part by how well they are run and whether they are ethical institutions—whether they are great places to work and good partners with their surrounding communities; whether they are engines of economic growth; and whether they reach students, of any age or walk of life, who do not have the good fortune to enroll as full-time students. Attention will be paid to the return on investment, whether it is the investment that families make when paying tuition or the investment that legislatures make when allocating funds to support universities. Attention will also be paid to, and I believe there will be ways to measure, how well universities serve the public through their alumni, their research, and their medical care.

We must begin building toward that future today—asking ourselves what truly matters in higher education and setting our sights on excelling in each and every one of those areas.

But there is a larger point that captures the essence of our task: We should strive not simply to be **great**, but also to be **good**, recognizing that in the not-too-distant future, it will likely be impossible for a university to be truly great if it is not also good. The very best faculty, students, and staff are going to want to live, work, and study at institutions in which they can believe wholeheartedly; institutions that are both outstanding and ethical; institutions that are excellent, but excellent for a purpose.

If we reach this goal, I believe we will also achieve a more concrete goal: We will be the leading public university in the country in 2030 and one of the very best in the world, whether public or private.

In all this, we must never forget that our ultimate purpose, especially as a public university, is to serve the public through an unending and fearless search for truth and through our teaching, our research, and our health care. In a sense, then, to build toward the future requires nothing more and nothing less than that we rededicate ourselves to the original, animating purpose of UVA—to serve. If everyone involved with UVA—students, faculty, staff, and alumni—understands that this is our ultimate aim and their primary obligation, I have no doubt that we will be the leading public university, and one of the very best overall, in 2030—and for good reason.



**JAMES E. RYAN**  
PRESIDENT, UNIVERSITY OF VIRGINIA

## History and Context

In December 2013, the University released its last strategic plan, The Cornerstone Plan, which articulated “a vision and set of strategic directions that will equip the University to move boldly into its third century” (The Cornerstone Plan, p. 3). Prior to developing the plan, the University commissioned a study evaluating our position relative to our peers. Among other findings, the study noted that the University “is uniformly recognized among Research 1 universities for its superior undergraduate experience and its emphasis on the liberal arts... a distinctive shared culture among faculty and students, leadership in areas of the humanities and social sciences, outstanding professional schools that

notably value the student experience, several top-tier science and engineering research programs, and an unusual residential scale among research universities” (The Cornerstone Plan, p. 6). It further noted that those strengths translated into high ratings in numerous publications including *U.S. News & World Report*, *Kiplinger’s*, *Princeton Review*, and *Investor’s Business Daily*, all of which state that UVA is among the best values in higher education. While the study underscored the University’s strengths, it also pointed out that some held the perception that the University had not kept pace in research funding and needed to bolster its faculty recruitment efforts.

### THE CORNERSTONE PLAN 2013-2018

Based in part on this analysis, the University developed the Cornerstone Plan, which was built around five pillars:

- Enrich and strengthen the University’s distinctive residential culture
- 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
- Provide educational experiences that deliver new levels of student engagement
- Assemble and support a distinguishing faculty
- Steward the University’s resources to promote academic excellence and affordable access

Over the past six years, focusing on these pillars allowed the University to make great strides in addressing some of our biggest institutional challenges. For example, we significantly increased our sponsored research budget and our pan-University research efforts—from \$284 million in 2013 to \$394 million in 2018—including launching a broad translational research effort, iTHRIV. We started four pan-University institutes, focused on the Brain, Global Infectious Diseases, Environmental Resilience, and Data Science, each of which takes a multi-disciplinary approach to one of the world’s greatest challenges.

The University also made progress in providing educational experiences that produced higher levels of student engagement, creating dynamic, cutting-edge infrastructure such as the Link Lab, where students collaborate on research that is addressing real-world challenges. Launching the Global Studies program

provided an interdisciplinary program long requested by students, bringing together theory and practice with an emphasis on experiential learning in global contexts.

The College of Arts & Sciences continues to pilot an innovative, comprehensive, and interdisciplinary general education curriculum spearheaded by College Fellows, some of UVA’s best scholar-teachers. The result is an education in the liberal arts and sciences that is built upon a new first-year experience, designed to help students flourish at UVA, in their chosen careers, and as active citizens.

We have made great strides in building a strong and diverse faculty bolstered by significant investment in our Bicentennial Professorships and our innovative recruitment strategies, including Targets of Opportunity (“TOPS”) and cluster hires. Moreover, our students report a high degree of satisfaction with the quality of faculty instruction.

Finally, through AccessUVA and other efforts, our student body is more diverse than at any time in our history.

In short, we have made significant progress. Now it falls to us to build on our foundation, recognizing where we are strong and where we must improve. We also have an obligation to recognize how the world has changed over the past six years and to lay out a vision that will allow us not only to keep pace but to lead.

Some of the themes articulated in the plan that follows—like our unique residential experience—are extensions of the work done over the past years. Others—like the need to be a better neighbor—are new. All of them are presented with humility, knowing that in a rapidly changing world, our thinking and plans must continually evolve.

## OURS TO SHAPE

**O**n August 1, 2018, his first day in office, President Jim Ryan posed some critical questions about how UVA can best build community, support discovery, and serve Charlottesville, the Commonwealth of Virginia, the nation, and the world. Through the “Ours to Shape” initiative, University and community members were invited to weigh in with their vision of the University’s future.

### **On October 2, 2018, the President appointed a Strategic Planning Committee and charged it as follows:**

During the 2018-2019 academic year, a Presidentially appointed Committee will lead a structured process that will enable University leadership to make informed strategic decisions about the future direction of the University. Co-chaired by Michael Lenox (Professor, Senior Associate Dean and Chief Strategy Officer at the Darden School) and Margot Rogers (the President’s Senior Advisor for Strategic Initiatives), the Committee

will complete its work by late spring 2019 with the goal of sharing a draft plan with the University’s Board of Visitors at their meeting on June 7, 2019. The strategic plan that results from this process will be operational for a minimum of five years and will be geared to achieving the vision for the University in ten to fifteen years. The process will be inclusive of the University and the community’s diverse constituencies and will foster a climate of mutual respect. Not every stakeholder may agree with every specific position or action that the resulting strategic plan advances, but all should feel that the process was inclusive and fair.

The Ours to Shape website provided a primary mechanism for people to provide input to the strategic planning process. To augment feedback received through the website, President Ryan and the Strategic Planning Committee conducted over 100 outreach sessions attended by thousands of people representing wide-ranging constituencies, including Deans and other University leaders, faculty members, staff, students, parents, alumni, and friends. The Strategic Planning Committee analyzed all of the feedback and identified themes of importance to the UVA community. The sixteen themes ranged from “research,” “diversity

and inclusion,” and “student services,” to “external relationships,” and “operations.” The outreach also generated specific ideas for initiatives the University could undertake to address some of our biggest challenges and opportunities.

Based on this input and working sessions with University leaders, collaborators from across the University analyzed fifty potential initiatives. University leaders reviewed, discussed, and debated these initiatives, and pared the list to ten, which form the core of the strategic plan.



## COMMITTEE MEMBERSHIP

### MICHAEL LENOX

('93 SEAS, '94 SEAS)

Committee Co-Chair; Murphy Professor of Business; Senior Associate Dean; and Chief Strategy Officer at the UVA Darden School of Business

### MARGOT ROGERS

('92 LAW, '92 GSAS)

Committee Co-Chair; Senior Advisor to the President, Strategic Initiatives

### RUTH BERNHEIM

('80 LAW)

Chair of the Department of Public Health Sciences; Professor of Public Health Sciences, Medicine and Family Medicine at the UVA School of Medicine; Co-Director of the Institute for Practical Ethics and Public Life at UVA

### PHILIP BOURNE

Stephenson Chair of Data Science; Director of the Data Science Institute; Professor of Biomedical Engineering at the UVA School of Medicine

### CATHERINE BRADSHAW

Professor and Associate Dean for Research and Faculty Development at the UVA Curry School of Education and Human Development

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Isidore Horween Research Professor of Business Administration; Associate Dean for Washington, D.C. Area Initiatives; and Academic Director of Public Policy and Entrepreneurship at the UVA Darden School of Business

### ALLEN GROVES

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Associate Vice President and University Dean of Students

### KELSEY JOHNSON

Professor in the Department of Astronomy at the UVA College and Graduate School of Arts & Sciences; Director of the Echols Scholars Program; Director of the Dark Skies, Bright Kids program

### CHRISTINE KENNEDY

Associate Dean for Academic Programs; Madeline Higginbotham Sly Professor of Nursing at the UVA School of Nursing; Professor of Pediatrics at the UVA School of Medicine

### JOHN LACH

Professor in the Charles L. Brown Department of Electrical and Computer Engineering; Director of Cross-Cutting Initiatives at the UVA School of Engineering and Applied Science

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### STEPHEN MULL

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University Professor and Edgar F. Shannon Professor in the Department of English

### MARGARET FOSTER RILEY

Professor of Law; Director of Animal Law at the UVA School of Law; Professor of Public Health Sciences at the UVA School of Medicine; Professor of Public Policy at the UVA Batten School of Leadership and Public Policy; Faculty Representative on the Board of Visitors

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Professor of Psychology; Director of Clinical Training; Director of Diversity and Inclusion in the Department of Psychology at the UVA College and Graduate School of Arts & Sciences

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Fourth-Year Student in the UVA McIntire School of Commerce

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### RICHARD (RICK) SHANNON

Executive Vice President, Health Affairs





# A GREAT AND GOOD UNIVERSITY

## THE 2030 PLAN

# Strategic Goals

**O**ur plan is built around four overarching goals. The first is to strengthen our foundation, which means supporting our students, faculty, and staff. The second is to cultivate the most vibrant community in higher education, in order to prepare our students to be servant-leaders in a diverse and globally connected world. The third is to enable discoveries that enrich and improve lives, and the fourth is to make UVA synonymous with service.

We describe more specific sub-goals under each of these broad aims, which together represent our concrete vision of what it means to be a great and good University. The initiatives that follow, as described at the outset of this document, represent some of the ways that we plan to achieve our goals, but they are not meant to capture everything we are doing or will be doing at the University.

# I. STRENGTHEN OUR FOUNDATION

We should strive to attract and support the best students, faculty, and staff, recognizing that our success depends on the quality of our people. We must also provide efficient and effective systems that support their work, and cultivate a culture that nurtures and stimulates their growth and development.

To do so, we will:

## **Recruit and support exceptionally talented, diverse, and service-oriented students, regardless of their economic circumstances.**

We will attract and support extraordinary students, from all backgrounds, who have the potential to live lives of purpose, impact, and service in whatever fields they enter. In particular, we will strive to be one of the very best universities for first-generation and underrepresented students, recognizing that creating economic and social opportunities is one of the highest callings for a public university.

## **Recruit and retain excellent and diverse faculty.**

A university is only as strong as its faculty. We will strive to attract a group of faculty who are both talented and diverse, who are or will be leaders in their fields, and who are committed to both outstanding research and outstanding teaching. We will work to improve our recruitment of outstanding doctoral students and post-doctoral fellows, recognizing that this is key to the recruitment and retention of outstanding faculty. We will also do all that we can to help our faculty reach their potential as both scholars and teachers.

## **Attract and support talented and committed staff.**

Universities cannot achieve their educational mission, much less excel, without talented and dedicated staff who have the support they need to do their best work. We will be known as one of the best employers in higher education. Staff will be paid fairly and treated well, offered opportunities to advance in their careers while remaining at UVA, and feel, with justifiable reason, like an essential and valued part of the UVA community.

## **Ensure that our systems enable our students, faculty and staff to do their best work.**

Our students, faculty, and staff need high-quality systems to support their work, including sufficient and efficient research infrastructure. We will have financial and technological tools and nimble, reliable systems, and help every member of the University community to be more efficient and effective. As a university, we will strive to be one of the best-run education institutions in the country, recognizing that it will allow us to better advance our core missions of teaching, research, and health care.

## **Promote a culture of integrity, mutual respect, excellence, collaboration, and innovation.**

To bring out the very best in our people, we will cultivate a University-wide culture that is supportive and respectful, expects and celebrates excellence, and encourages innovation.

# II. CULTIVATE THE MOST VIBRANT COMMUNITY IN HIGHER EDUCATION

One of our greatest strengths is our student experience, which features opportunities for meaningful interactions inside and outside of the classroom among faculty, students, and staff; a tradition of student self-governance, volunteerism, and a strong honor system; a dynamic arts community; and an outstanding athletics program—all in a uniquely beautiful, historic, and distinctive setting, and all of it designed for the purpose of preparing students to lead, learn, and serve. We are large enough to satisfy a vast array of interests, and small enough to create a sense of connection and belonging. In order to continue to attract the very best students, and to prepare and inspire them to live their best lives, we must offer them an unparalleled experience while on Grounds.

Our relationship with Charlottesville and the surrounding counties is critically and mutually important. Our success as a university depends in no small part on the strength of those communities, and on the strength of our relationship with them. We will reach our potential as a university only if we partner with our neighbors to ensure that the Charlottesville region is an attractive and equitable place to live. At the same time, as an anchor institution we must take seriously our responsibility to be a good neighbor and employer.

Last, our extraordinarily loyal alumni are a critical part of our community. We should do more to engage them and to provide them with opportunities for life-long learning as they navigate their way through a fast-paced and changing economy.

To build on these strengths and to address existing gaps, we will:

## **Prepare students to be servant-leaders in a diverse, globally connected world.**

Preparing students to be responsible leaders—committed to serving others—was part of our founding mission and should remain central to what we do. From the classroom to student self-governance, the honor system, the arts, residential experiences, athletics, and volunteer opportunities, we will intentionally prepare our students to lead and serve others. We will also assess the impact of our programs so that we can better understand how our students learn and develop, and use that evidence when refining programs or designing new ones.

## **Continuously promote and strengthen an inclusive community of trust.**

Every member of our community should feel welcome and be able to find a home at UVA, and all members of our community should work to promote an environment that is welcoming and inclusive. We will also encourage and make it easier for students, faculty, and staff to build bridges across lines of difference, because any community is only as strong as the connections within it.

## **Be a community that consistently lives its values.**

We will live by and promote the values at the heart of the University, including service, excellence, honor, diversity and inclusion, free speech and academic freedom, and student self-governance. Also, we will both study and be accountable as an institution to address pressing societal challenges, including environmental sustainability, social mobility, educational inequities, and health disparities.

## **Be a strong partner with and good neighbor to the Charlottesville region.**

We are an anchor institution, and we will work side by side with our neighbors to help ensure that the Charlottesville region is among the best and most equitable places to live, work, and study. We will approach this work with humility and respect, and with the ultimate goal of creating a general sense that we are all part of the same community.

## **Strengthen our engagement with alumni.**

The connection our alumni feel with UVA will begin when they arrive on Grounds and continue to blossom over their lifetimes—with opportunities to contribute to the University in meaningful ways and engage in continuous learning.

# III. ENABLE DISCOVERIES THAT ENRICH AND IMPROVE LIVES

As a major research university, we are committed to pursuing the truth, wherever it might lead. While we have made great strides in increasing our research output in recent years, we must intensify our efforts if we are to join the first rank of the nation's leading research universities. At the same time, we must recognize that research is becoming increasingly interdisciplinary, and for a good reason. Many of the most important challenges and opportunities cannot be confronted or seized by faculty working solely within their disciplines. In order to lead in research, we must improve our research infrastructure, make it easier for faculty to work together, and focus particular attention on addressing some of the world's most critical challenges.

Discovery is also not confined to the realm of research. Great learning experiences also involve moments of discovery, which enrich the lives of our students. The idea of learning as an opportunity for discovery should guide how we approach our teaching.

To achieve these aims, we will:

## **Enable faculty and students to work across traditional boundaries.**

Addressing our most pressing challenges and unlocking our most significant opportunities requires working across traditional boundaries. All universities express interest in interdisciplinary work, but few have figured out how best to promote it. We will strive to be a leader in this regard by creating the incentives and opportunities necessary to help faculty and students work across departments, schools, and disciplines—including by improving our research infrastructure and providing more common space for interdisciplinary collaborations.

## **Become an international leader in several distinct and critical areas of research.**

An institution of our size cannot tackle all of the world's challenges, and a failure to focus on some key areas will reduce our chances of making a significant contribution. We will focus on areas of research that will shape our world over the next decade and where we can be a leader. Each area will draw together faculty and students from across the University.

## **Shed new light on enduring and profound questions.**

The liberal arts—made up of the humanities, basic sciences, the arts, and social sciences—are a vital part of the University and will remain so. A commitment to discovering the truth, regardless of its material value, will remain at the core of the University. In addition, preparing students to be ethical citizen-leaders requires exposure to questions of value, beauty, history, ethics, and the nature of the physical world—and experience debating those questions in a civil and respectful way.

## **Approach all learning as an opportunity for discovery.**

The best learning experiences—whether inside or outside of the classroom, on Grounds or off—create a sense of discovery. Faculty will help students learn in engaging and innovative ways about the past, themselves, and the world around them. Students will also have opportunities to discover even more through research partnerships, internships, and international experiences.

# IV. MAKE UVA SYNONYMOUS WITH SERVICE

When this University was founded, its primary mission was to prepare students to become citizen-leaders who would serve our fledgling democracy. The vision was imperfect, of course, as it included only white males as participants in this project. But the core idea—that UVA exists to serve the public—remains both relevant and compelling. In an era of increasing skepticism about the contributions of universities, we will rededicate ourselves to the original animating purpose of the University and look for ways to better serve our community, the Commonwealth, and beyond.

To do so, we will:

## **Offer one of the best values in higher education.**

As a service to the Commonwealth and beyond, we will remain not simply one of the best universities in the country, but also one of the best values in higher education. We will equip our students with the knowledge, skills, and habits of mind that will enable them to pursue meaningful and productive careers, including securing their first jobs after graduation. Whether they intend to start a business or non-profit, discover a cure for a disease or pen a novel, teach children or care for senior citizens, our graduates should be ready to contribute not just to their own well-being but to the greater good. We will also remain outstanding stewards of public funding.

## **Provide outstanding and accessible health care.**

The University Health System, a vital component of the University, provides significant clinical service to the Charlottesville region, the Commonwealth, and beyond. We will work to maintain the highest quality of care for patients and to increase accessibility for our community members, as described more fully in the Health System's strategic plan. We will also collaborate across Grounds on cutting-edge research and on innovative education that will advance clinical care, improve population health and well-being, reduce health disparities, and help prepare the health care workforce of the future.

## **Offer accessible and affordable educational programs to those beyond our Grounds.**

Our obligations to the Commonwealth, the nation, and the world extend beyond the bounds of our own community. We will create additional educational opportunities, both in person and virtually, that address critical needs in the Commonwealth and beyond.

## **Lead economic development through academic discovery and entrepreneurship.**

We will serve the Commonwealth, the nation, and the world by forging partnerships with government and the private sector, making it easier for faculty and students to commercialize their academic discoveries and intellectual property.



# Key Initiatives

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In support of the goals articulated, we have identified ten key initiatives to help achieve them. These initiatives are listed separately from the goals because many of the initiatives advance multiple goals. While the foundational goals will remain firm, the initiatives themselves are hypotheses to be tested and may be modified over time. In this sense, the strategic plan is a living document, subject to change as conditions evolve and we learn more. The initiatives are linked by the foundational belief that we will be both a great and good university if we attract and support exceptionally talented and diverse students, faculty, and staff; if we encourage and enable creative collaborations across Grounds and beyond; and if we live our values by being of service to others and by being a good neighbor to the Charlottesville region.

## 1. SuccessUVA

Over the past decade, AccessUVA has transformed the University by helping us attract outstanding, diverse students, regardless of means. SuccessUVA will go even further—significantly expanding our financial aid program to enable more low- and middle-income students to attend the University and engage in all that we offer. We will work to attract more first-generation and underrepresented students. We will also work to ensure that all students receive the academic and career advising and support that they need to thrive on Grounds and beyond. Toward these ends, we will improve our advising, construct a new Health and Wellness Center to provide care for and promote the well-being of our students, build a new Contemplative Sciences Center to foster resilience, create an expanded Multicultural Student Center to support programming for our increasingly diverse student body, and seek to raise funding for the athletics master plan.

## 2. Citizen-Leaders for the 21st Century

Our ultimate aim for our students is to prepare them to be productive servant-leaders in a diverse, globally connected world, regardless of their careers or professions. Toward this end, we will build on existing programs and experiences inside and outside the classroom in three ways.

**First**, we will establish a series of residential communities that will house all first- and second-year students on Grounds and provide ways for third- and fourth-year students to stay connected to their residential communities. Providing students a meaningful opportunity to live and learn together in a diverse and inclusive community will help prepare them to live and lead in an increasingly diverse world.

**Second**, we will enable our undergraduate students to develop the knowledge, perspective, experience, and skills necessary to lead in a globally connected world by providing them with an opportunity to have at least one international experience before they graduate.

**Third**, as a public institution, we have a particular commitment to preparing students for a life of public service, broadly defined to capture the myriad ways in which our alumni can and do serve, regardless of their chosen professions or careers. We will define the competencies necessary to pursue public service and identify both curricular and co-curricular opportunities for professional, graduate, and undergraduate students to meet those competencies. We will create and coordinate other opportunities, inside and outside of the classroom, to expose our students to a wide range of possibilities in public service. Also, we will explore the feasibility of creating a loan-forgiveness program for undergraduate students who enter public service.

## 3. Third-Century Faculty Initiative

This initiative will expand the existing Bicentennial Professorships and create new cluster and “Targets of Opportunity” hiring programs, which will help us recruit the very best researchers, teachers, and mentors to the University of Virginia and will especially strengthen our capabilities in strategic priority areas. These faculty will be diverse by every measure because that is critical to recruiting and retaining an outstanding faculty. We will also provide faculty the tools and support they need to take advantage of the latest developments in pedagogy, including experiential and online delivery. We will recruit talented and diverse doctoral students and post-doctoral fellows to develop future scholars and teachers, enhance our research and teaching, and help recruit and retain faculty. And we will include post-doctoral fellows in an expanded PhD-Plus program, designed to prepare academics to become influential professionals in a diverse array of sectors and fields.

## 4. Pathways to Research Preeminence

Collectively, our research productivity, quality, and impact are strong but could be even stronger. To help us move from prominent to preeminent in research, our approach will be three-fold.

**First**, we will continue to make strategic investments in research infrastructure and will substantially upgrade Alderman Library.

**Second**, we will focus on a discrete set of pressing challenges and opportunities that require collaboration across disciplines and schools and where UVA can be an international leader in important fields of research. We have identified five priority areas that represent major societal challenges and opportunities and draw on our existing strengths: Democracy, Environmental Resilience and Sustainability, Precision Medicine, the Brain and Neuroscience, and Digital Technology and Society. In each area, we will take a coordinated approach through institutes, centers, and labs to amplify the impact of our faculty’s work, and we will recruit and support doctoral and post-doctoral fellows who will partner with faculty.

**Third**, we will create a Catalyst Fund that will provide seed funding to help launch and grow research initiatives. Preference will be given to applications that involve collaboration across disciplines and schools.

## 5. **Cultivating Staff Success**

We cannot achieve our aspirations unless we have a talented and fulfilled University staff. We will prioritize the recruitment and retention of a diverse workforce and the creation of an inclusive and supportive environment, in which staff are recognized as integral to the success of our mission. We will also build on existing leadership programs and develop robust career paths across the University.

## 6. **Good Neighbor Program**

In partnership with our neighbors in Charlottesville and surrounding counties, we will work toward being a just and sustainable community. We will work collaboratively, and with all due humility, with our community partners to address key challenges, including housing, living wages, local educational opportunities, and access to health care. We will set ambitious sustainability goals and develop a realistic plan to meet them, including an improved transportation system. We will launch the Center for the Redress of Inequity, which will support community-engaged scholarship to model how public research universities can help reduce racial and socioeconomic inequities in our local communities. To make it easier for our neighbors to interact with the University, we will create a community engagement office in an easily accessible location in town.

## 7. **Bachelor's Completion and Certificate Programs**

As the world evolves, people across the Commonwealth of Virginia and the nation will have increased needs for developing skills to help them prepare for new jobs or career advancement. As a state-supported university, we feel a particular responsibility to serve the Commonwealth by expanding educational opportunities, both in person and online, for working adults in the Commonwealth and beyond—especially the 1.1 million Virginians who have some college credits but have not yet received a degree. Therefore, we will, through our School of Continuing and Professional Studies, scale our bachelor's completion program and provide a high-quality, easily accessible, and affordable education. Through our schools, we will expand our certificate programs and will develop a central portal through which people, including our alumni and our staff, can discover our diverse offerings.

## 8. **Open Grounds at Emmet-Ivy**

The parcel of land at the corner of Emmet Street and Ivy Road provides an unprecedented opportunity to enhance our community and encourage cross-disciplinary discoveries. We will use the 14-acre site to create three interrelated nexuses—Creativity, Democracy, and Discovery—designed to encourage cross-disciplinary endeavors involving people from across Grounds and beyond, in an active and engaging environment. The Creativity nexus, if we receive sufficient philanthropic support, will be anchored by a new performing arts center. The Democracy nexus may be anchored by the Batten School and/or space for centers and initiatives related to the study of democracy. The Discovery nexus will be anchored by the new School of Data Science and space for cutting-edge interdisciplinary research. Open Grounds will be designed to be welcoming to members of the UVA community, the surrounding communities, and visitors to our Grounds. Toward that end, we will build a new hotel and conference center to house visitors and serve as a convening space.

## 9. **School of Data Science**

To position the University as a leader in 21st century research, we will establish a School of Data Science. The school will be based on a foundation of collaboration—a “School Without Walls,” specifically intended to leverage the power of data across all disciplines by helping integrate data science across our Grounds. Many faculty will have joint appointments; the school will have outposts across Grounds; and faculty outside of the school will have the opportunity to receive fellowships to spend time at the school. The school will begin with a residence-based master's degree but plans to add a certificate program for undergraduates, an undergraduate degree, a Ph.D., and an online master's degree.

## 10. **Broadening Our Horizons**

Northern Virginia provides a significant opportunity to increase our impact by growing our research footprint, reaching more students, and developing new partnerships. Anchored by our business, engineering, and data science schools, the emerging grounds in Rosslyn will offer graduate and professional degree programs and certificates in high demand fields. The emerging grounds at the INOVA site in Fairfax offers a rare opportunity to launch health-related research and academic programming in partnership with an urban medical center and in the context of a large population center.





# Next Steps

To begin our work, we are developing a detailed implementation plan that outlines the sequencing and financing of each of the identified initiatives. We will treat each action as a hypothesis to be tested. As such, we will reserve the option to modify or pivot initiatives as we learn more or environmental conditions change. The staging of initiatives is critical. Some will be implemented immediately, including taking the steps to open the School of Data Science, paying our employees a living wage, launching the Catalyst Fund, and building both the Student Health and Wellness Center and a hotel and conference center. For other key initiatives, such as establishing a four-year residential community system and fully scaling the Bachelor's Completion program, we will plan for a longer time horizon. Financing options include general operating funds, debt, the Strategic Investment Fund, and philanthropy through our capital campaign, which launches in October 2019.

For each high-level goal, we will identify specific metrics that we will track as we pursue our strategy. For some metrics, we will include specific goals that we aim to achieve by 2030. To support this work, we will invest in our data and analytics capabilities. We will review and, as necessary, refresh University policies and systems—including our internal financial model—to effectively manage our resources and to create transparent and powerful incentives for each internal unit to do its best work.

In implementing and evaluating this plan, we will need to be both disciplined and humble: disciplined in the sense that we measure our desired outcomes, reflect on whether our actions are driving us to those outcomes, and if not, have the fortitude to change course; humble in the sense that this is a journey. All of our actions should be directed toward the ultimate purpose of serving the public through teaching, research, patient care, and partnerships. If we stay focused on that goal, we believe the rest will follow.