

Six-Year Plans (2011) 2012-14 through 2016-18

Due: July 1, 2011

Institution:

University of Virginia

Institution UNITID:

234076

Individual responsible for plan

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**Six-Year Plans (2011)
University of Virginia**

ACADEMIC AND FINANCIAL PLAN - REVISED OCTOBER 11, 2011

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
1	Yes	<p>[10] To increase enrollment of Virginia students, implement plan for enrollment growth with approximately 33 to 40 percent of growth targeted to STEM and health-related disciplines. For 2012-14, undergraduate enrollment growth target is 298 students. For 2012-14, medical school enrollment growth target is 34 students. The University is in the process of identifying a consultant to assist with strategies to deepen the pool of high-quality applicants in STEM disciplines.</p> <p><i>Note: The University's enrollment growth plan is contingent on receiving the appropriate state share of funding per Virginia student.</i></p>	E1, E6	Incremental:	\$3,126,708	\$2,425,644	\$6,045,487	\$4,751,857	<p>Pending available resources, implement plan for enrollment growth with approximately 33 to 40 percent of growth targeted to STEM and health-related disciplines.</p>	<p>Pending available resources, implement plan for enrollment growth with approximately 33 to 40 percent of growth targeted to STEM and health-related disciplines.</p>
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
2	No	<p>[5] To increase degree production in STEM disciplines, develop plan to provide sufficient start-up packages and space to accommodate new STEM faculty associated with enrollment growth.</p>	D, E1, E6, E8	Incremental:	\$616,000	\$0	\$2,394,000	\$0	<p>Continue growth of new STEM faculty associated with enrollment growth.</p>	<p>Continue growth of new STEM faculty associated with enrollment growth.</p>
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
3	No	<p>[6] To increase quality and enhance recruitment and retention, develop plan to provide sufficient start-up packages to accommodate new STEM faculty associated with retirement turnover.</p>	D, E1, E6, E8	Incremental:	\$2,000,000	\$0	\$3,400,000	\$0	<p>Continue replacement of retiring STEM faculty.</p>	<p>Continue replacement of retiring STEM faculty.</p>
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
4	Yes	<p>[7] To increase quality and enhance recruitment and retention, return faculty salaries to the 60th percentile of the SCHEV-defined national peer set by 2015-16. Assumption is based an annual increase is 4.58%.</p> <p><i>[Incremental costs of increasing all faculty salaries (from all University sources except clinical revenues which are not paid by the University) will exceed \$10 million in 2012-13 and \$25 million in 2013-14.]</i></p>	D	Incremental:	\$4,753,000	\$3,051,000	\$11,359,000	\$7,292,000	<p>Monitor competitiveness of faculty salaries and continue annual merit increases to achieve 60th percentile rank.</p>	<p>Monitor competitiveness of faculty salaries and continue annual merit increases to achieve and maintain 60th percentile rank.</p>
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
5	Yes	<p>Tuition and GF Share of increasing staff salaries. [Cost from all sources would be \$5 million in 2012-13 and \$12 million in 2013-14]. Cost is based on a plan to move to competitive ranges by 2015-16. For University staff, assumption is a 6.3% increase annually. For classified staff the assumption is 2% annually.</p>	Fin Plan	Incremental:	\$1,500,000	\$963,000	\$4,245,000	\$2,725,000		
6	No	<p>[21] Develop and support pan-University research priorities: (1) systems bioscience and bioengineering, (2) sustainability, (3) systems energy, and (4) the OpenGrounds multidisciplinary innovation collaborative.</p>	E8	Incremental:	\$1,100,000	\$0	\$1,600,000	\$0	<p>Continue development of research in pan-University priority areas.</p>	<p>Continue development of research in pan-University priority areas.</p>
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
7	Yes	<p>[1] To help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, U.Va. developed AccessUVA in 2004. There are four components to this need-based financial aid program: 1) meet 100% of demonstrated financial need for qualifying students at all income levels; 2) meet demonstrated need of a student with family income at or below 200% of the federal poverty level with grant funding (no loans); 3) establish a loan cap equivalent to 25% of the total of U.Va.'s projected undergraduate in-state cost of attendance over four years; and 4) provide a comprehensive financial literacy education program to provide new students and parents with information about financial aid options and counseling services on debt management. The cost of the program has required significant investment of institutional resources, more than originally projected. The Board of Visitors will consider modifying the features of the program to reduce future costs beginning with the entering class of 2012. In addition, unpredictable changes in federal aid programs (e.g. Pell Grants, etc.) may require modifications to AccessUVA.</p> <p><i>[Incremental costs for 2012-13 are \$4,936,000 for in-state students and \$2,215,000 for out-of-state students. Incremental costs for 2013-14 are \$6,789,000 for in-state students and \$3,017,000 for out-of-state students.]</i></p>	A, E5	Incremental:	\$7,151,000	\$7,151,000	\$9,806,000	\$9,806,000	<p>Continue to fund AccessUVA according to revised parameters established by the Board. Modify parameters as necessary.</p>	<p>Continue to fund AccessUVA according to revised parameters established by the Board. Modify parameters as necessary.</p>
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
		<p>[23] Expand medical translational research, including cancer clinical trials, so that laboratory discoveries are converted into</p>		Incremental:	\$5,000,000	\$0	\$5,000,000	\$0	<p>Continue clinical trials, translational research, and outreach and prevention activities.</p>	<p>Continue clinical trials, translational research, and outreach and prevention activities.</p>

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Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)				Biennium 2014-2016 (7/1/14-6/30/16)				
		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
8	No	new methods to diagnose and treat illness, and augment cancer outreach and prevention activities, particularly in Southwest Virginia.	E8	Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
9	Yes	[32] To maintain and enhance programmatic quality, incremental revenue generated by self-supporting programs (business, graduate commerce, and law) will be used to fund increases in financial aid, utilities and facility maintenance, electronic library resources, and academic programs.	E13	Incremental:	\$4,852,000	\$4,852,000	\$9,940,000	\$9,940,000	To maintain and enhance programmatic quality, incremental revenue generated by self-supporting programs will be used to fund increases in financial aid, utilities and facility maintenance, electronic library resources, and academic programs.	To maintain and enhance programmatic quality, incremental revenue generated by self-supporting programs will be used to fund increases in financial aid, utilities and facility maintenance, electronic library resources, and academic programs.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
10	No	[26] To increase research and promote economic development, enhance the innovation ecosystem. Strategies include: -- developing the U.Va. Innovation Accelerator, a public-private partnership designed to facilitate knowledge transfer and business development around university research and innovation (including proof-of-concept fund); -- developing a new relationship between U.Va. and the U.Va. Patent Foundation to increase deal flow; -- increasing the number of successful start-up companies generated from U.Va. research.	E8, E12	Incremental:	\$2,500,000	\$0	\$10,000,000	\$0	Continue to increase research and promote economic development through enhancement of the innovation ecosystem.	Continue to increase research and promote economic development through enhancement of the innovation ecosystem.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
11	Yes	[8] To improve the quality of instruction, restore the student to faculty ratio in the College and Graduate School of Arts & Sciences to 16 to 1. Currently 680 faculty instruct, mentor, and advise 11,657 undergraduate and graduate students. The current ratio is 17 or 18 to 1, depending on method of calculating. Restoring the ratio to 16:1 requires hiring 49 additional faculty over six years. [Incremental costs reflect addition of eight new faculty in 2012-13 and nine new faculty in 2013-14, including start-up packages for STEM faculty.]	D	Incremental:	\$1,600,000	\$1,600,000	\$3,325,000	\$3,325,000	Continue to restore student to faculty ratio, in the College of Arts & Sciences to 16:1, adding 16 faculty in this biennium.	Continue to restore student to faculty ratio, in the College of Arts & Sciences to 16:1, adding 16 faculty in this biennium.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
12	Yes	Add Graduate Student Financial Aid From Tuition Revenue	Fin Plan	Incremental:	\$1,285,000	\$1,285,000	\$2,760,000	\$2,760,000		
13	Yes	Library Enhancement (\$) (includes 3 FTE in 2012-13 and 5 FTE in 2013-14)	Fin Plan	Incremental:	\$553,000	\$553,000	\$755,000	\$755,000		
14	Yes	Technology Enhancement (\$)	Fin Plan	Incremental:	\$500,000	\$500,000	\$1,000,000	\$1,000,000		
15		[22] Increase research support from large corporations, small businesses, NGOs, foundations, VCs, state government, local government, and non-traditional federal agencies.	E8	Incremental:	\$0	\$0	\$0	\$0	Continue growth of non-traditional research support.	Continue growth of non-traditional research support.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
16	Yes	[11] To increase degree completion for Virginians with partial credit, expand the Bachelor of Interdisciplinary Studies (BIS) program beyond existing sites of Charlottesville, Hampton Roads, and Northern Virginia. Initial expansion planned for Richmond with 25 enrollments in fall 2012.	E1, E2, E3, E4	Incremental:	\$399,650	\$191,000	\$399,650	\$191,000	Conduct market/needs analysis in various regions of the Commonwealth, including Southside, Southwest Virginia, and locations with a community college (for potential articulation agreements), for further expansion of the BIS program.	Expand BIS program to sites identified, if any, through market/needs analysis, including enhancement of existing relationships with community colleges.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
17	Yes	[12] To increase access to U.Va. degrees, continue growth and development of degree programs with an on-line component, including: (1) Commonwealth Graduate Engineering Program (which will migrate from site-based instruction to desktop delivery in 2012), (2) PRODUCED in Virginia, (3) Master of Education (M.Ed.) in partnership with Teach for America, and (4) the Global Executive M.B.A. (GMBA) programs.	E1, E6, E10	Incremental:	\$309,215	\$267,485	\$408,630	\$366,900	Expand enrollments in on-line degree programs, including PRODUCED in Virginia, the Commonwealth Graduate Engineering Program (CGEP), on-line education programs, Master of Science in Nursing (MSN), Doctor of Nursing Practice (DNP), M.S. in Management of Information Technology (MIT), and Executive MBA (EMBA). In addition, identify adult education courses that are best suited for on-line delivery and develop implementation priority.	Expand enrollments in existing on-line degree programs. In addition, continue to implement and revise plans for conversion of adult education courses to on-line delivery.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
18		[14] To increase degree completion in a timely or expedited manner, begin development of an initiative in which undergraduates with advanced standing will earn a bachelor's degree and master's degree in four years (3+1). Majors amenable to such a program include arts, commerce, humanities, public policy, nursing, sciences, and social sciences. Enhance academic advising to provide guidance to students pursuing 3+1. [Fiscal impact is unknown at this time.]	E3, E6	Incremental:	\$0	\$0	\$0	\$0	Implement the 3+1 initiative.	Expand the 3+1 initiative by identifying new program paths.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
19	Yes	Deferred Maintenance	Fin Plan	Incremental:	\$1,500,000	\$1,500,000	\$3,000,000	\$3,000,000		

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		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
20		[18] To improve retention and graduation rates, increase the number of internship and partnership opportunities for undergraduate students, particularly with government agencies in Washington D.C.	E5, E11	Incremental:	\$0	\$0	\$0	\$0	Continue to enhance internship opportunities for undergraduate students.	Continue to enhance internship opportunities for undergraduate students.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
21		[2] To increase degree completion in a timely and expedited manner, conduct analysis to determine capacity to increase enrollments during Summer Session and January Term (J-Term).	B, E3	Incremental:	\$0	\$0	\$0	\$0	Implement findings from analysis of capacity to increase enrollments during Summer Session and J-Term.	Continue implementation of findings from analysis of capacity to increase enrollments during Summer Session and J-Term.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
22		[19] Continue implementation of redesigned curriculum in the School of Medicine which includes extensive use of instructional technology through the "Learning Studio," the Medical Simulation Center, and the Clinical Skills Center.	E10, E12	Incremental:	\$0	\$0	\$0	\$0	Continue implementation of redesigned curriculum in the School of Medicine.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
23		[15] To build on the success of the U.Va.-Piedmont Virginia Community College (PVCC) partnership for an associate's degree in radiography, develop the Bachelor of Professional Studies (BPS) program with initial enrollments in fall 2013. Initial focus is expected to be in allied health fields. [Fiscal impact to be developed over summer 2011.]	E4, E6 E7, E13	Incremental:	\$0	\$0	\$0	\$0	Implement opportunities identified for collaboration with PVCC in allied health education	Continue implementation of opportunities identified for collaboration with PVCC in allied health education.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
24	Yes	Increase Number of Full-Time Faculty ³ (\$)	Fin Plan	Incremental:	\$525,000	\$525,000	\$865,000	\$865,000		
25	No	[30] Implementing a new comprehensive wellness program over the next three years. The goal is to improve our employees' health by helping our faculty and staff reduce their long-and short-term health risks through education, wellness activities, goal setting, outreach programs and referrals, and monetary incentives. As a result of improving the health of our employees, healthcare claim expenses and personal healthcare expenses should decrease. [Cost savings for 2011-12 are projected to be \$695,000. Savings will be used to offset the cost of future premium increases.]	E9	Incremental:	\$0	\$0	\$0	\$0		
				Savings:	\$1,229,000	\$0	\$2,138,000	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
26		[33] Preserve historically-significant buildings and facilities at U.Va., including the Rotunda. Increasingly apparent is the extraordinary level of care and preservation, above and beyond that level of support envisioned via the base budget adequacy model, required for these valued facilities. Reinvestment in the Rotunda and continued supplements to deferred maintenance funding will ensure the availability of the necessary funds to maintain these facilities for continued use, while preserving and protecting their invaluable historic significance for future generations.	E13	Incremental:	\$0	\$0	\$0	\$0	Continue preservation of historically-significant buildings and facilities.	Continue preservation of historically-significant buildings and facilities.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
27	No	[27] To enhance public-private collaboration, engage the "University Community Partnership for Next Generation Innovation," a group of leading research universities that are working toward accelerating the offering of ultra high-speed network services to university communities. Through an RF/RFP process, the Partnership will engage local, state and federal government entities, foundations, non-profit organizations, and private companies to determine the resources necessary to move forward.	E8, E10, E12, E13	Incremental:	\$0	\$0	\$0	\$0	Continue to develop and implement the "University Community Partnership for Next Generation Innovation."	Continue to develop and implement the "University Community Partnership for Next Generation Innovation."
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$15,000	\$0	\$0	\$0		
28	Yes	Estimated Increase in Cost of Employee Fringe Benefits	Fin Plan	Incremental:	\$1,000,000	\$642,000	\$2,000,000	\$1,284,000		
29		[3] To ensure optimization of facility usage, continue best practices in scheduling of academic facilities, including: use of central scheduling and control of instructional space, standardize class start/stop times, standardize furniture/technology, lengthen academic day and week, repurpose/reconfigure consistently underutilized space.	B, E9	Incremental:	\$0	\$0	\$0	\$0	Continue application of planning principles and space use guidelines.	Continue application of planning principles and space use guidelines.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
		[16] To improve retention and graduation rates, increase the number of College Advising Fellows and College Advising Seminars concurrent with enrollment growth. Increase use of web-based advising resources to supplement, but not		Incremental:	\$0	\$0	\$0	\$0	Continue to increase College Advising Fellows and College Advising Seminars concurrent with enrollment growth.	Continue to increase College Advising Fellows and College Advising Seminars concurrent with enrollment growth.

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		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
30		replace, face-to-face interactions with faculty, particularly at pre-major stage. In addition, improve and enhance academic advising in other schools of the University. [Incremental costs for this strategy are included in the incremental costs for enrollment growth.]	E5, E10	Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
31		[17] To improve retention and graduation rates, assess the feasibility of developing an outreach/support program for Pell grant recipients (a population that has a lower graduation rate than non-Pell recipients). [Fiscal impact is unknown, at this time.]	E5	Incremental:	\$0	\$0	\$0	\$0	Based on results of assessment, implement outreach/support program for Pell grant recipients.	Continue implementation of outreach/support program for Pell grant recipients.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
32	Yes	O&M for New Facilities, Annualizing 2011-12 and New in 2012-13/2013-14 (\$)	Fin Plan	Incremental:	\$960,000	\$614,400	\$1,371,000	\$877,440		
33	No	GF Share of Undergraduate Enrollment Growth, 2005-2010	Fin Plan	Incremental:	\$3,480,000	\$0	\$3,480,000	\$0		
34		[20] To enhance retention and graduation rates, by increasing the quality of entering students, implement restructuring of graduate programs in the Graduate School of Arts & Sciences (GSAS) and the Curry School of Education.	E5, E12	Incremental:	\$0	\$0	\$0	\$0	Continue implementation of graduate program restructuring in GSAS and the Curry School.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
35		[28] To increase research and improve student learning, continue institutional investment in the Center for the Advanced Study of Teaching and Learning (CASTL), an interdisciplinary center through which faculty conduct scientific studies on teaching, teacher quality, the classroom experience, and student persistence from preschool through postsecondary education. [Base institutional funding for this strategy will continue at \$400,000 in 2012-13 and \$400,000 in 2013-14.]	E8, E13	Incremental:	\$0	\$0	\$0	\$0	Continue to develop U.Va. as a leader in evidence-based research to improve teaching, teacher quality, the classroom experience, and student persistence.	Continue to develop U.Va. as a leader in evidence-based research to improve teaching, teacher quality, the classroom experience, and student persistence.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
36	Yes	[25] Through the Rolls-Royce partnership, complete occupancy and full functionality of the research facility for the Commonwealth Center for Advanced Manufacturing (CCAM). With the hiring of four new faculty, complete the U.Va. commitment of eight new faculty hires related to the Rolls-Royce initiative. Note: The University has assumed that the remaining state commitment of \$3,950,000 in 2012-13 and \$3,450,000 in 2013-14, for the Rolls-Royce partnership, will be provided from general funds and has not reflected that commitment in the academic or financial plans.	E8, E11, E13	Incremental:	\$318,000	\$318,000	\$478,000	\$478,000	Complete hiring of the remaining endowed professorship for a total of three endowed professorships related to the Rolls-Royce initiative.	
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
37		[24] To increase research, execute a Collaborative Research and Development Agreement (CRADA) with the Defense Intelligence Agency (DIA). Secure funding for research projects in the sciences, engineering, and medicine, as well as in other areas such as the arts, business, and humanities. Develop additional relationships between faculty, other federal agencies, and contractors. [Example of DIA-related work includes a \$300,000 contract, from a defense contractor, to the University's Department of Drama in 2010-11.]	E8, E13	Incremental:	\$0	\$0	\$0	\$0	Develop an educational track for students interested in pursuing careers in the intelligence field. Work with PVCC to explore a 2+2 model that would enable local residents to prepare for jobs at DIA and related agencies.	Acquire or construct a secure facility that will house the University's Applied Research Institute, and that will serve as a center of excellence for intelligence research and technology.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
38		[13] To increase degree completion in a timely or expedited manner, evaluate graduate degree programs in commerce, education, and nursing for conversion to accelerated programs. For example, the Curry School of Education plans to review master's programs that have the potential to be compressed to 12-, 15-, or 18-months.	E3, E9	Incremental:	\$0	\$0	\$0	\$0	Implement accelerated graduate degree programs.	Continue implementation of accelerated graduate degree programs.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
39		[9] To serve the needs of U.Va. students who are members/veterans of the uniformed services, create a dedicated position within the Office of the University Registrar. This position will serve as a reference, advisor, coordinator, liaison, and resource for members/veterans of the uniformed services, at U.Va., and will ensure compliance with guidelines, rules, and regulations set forth by the U.S. Department of Veterans Affairs and other regulatory	D, E7, E13	Incremental:	\$0	\$0	\$0	\$0	Continue to assess needs of members/veterans of the uniformed services.	Continue to assess needs of members/veterans of the uniformed services.
				Savings:	\$0	\$0	\$0	\$0		

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		Strategies	TJ21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
		agencies. <i>[Funding for this position, \$76,395 per year, was allocated beginning in 2011-12.]</i>		Reallocation:	\$0	\$0	\$0	\$0		
40	No	[29] Continue and enhance academic and administrative efficiency reforms aimed at maximizing resources, streamlining services or processes, eliminating duplication and waste, and improving service. <i>[The attached document summarizes examples of operational efficiencies that have been implemented with cost savings reallocated. The University expects similar efficiency gains in the 2012-14 biennium].</i>	E9, E12	Incremental:	\$0	\$0	\$0	\$0	Continue and enhance academic and administrative efficiency reforms aimed at maximizing resources, streamlining services or processes, eliminating duplication and waste, and improving service.	Continue and enhance academic and administrative efficiency reforms aimed at maximizing resources, streamlining services or processes, eliminating duplication and waste, and improving service.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$2,000,000	\$0	\$2,000,000	\$0		
41		[31] Continue and enhance the University's Southwest Virginia Economic Development Partnership, with a focus on (1) K12 education support, (2) business support, and (3) access to healthcare. <i>[Base institutional funding will continue for this strategy at \$135,000 in 2012-13 and \$135,000 in 2013-14.]</i>	E13	Incremental:	\$0	\$0	\$0	\$0	Continue and enhance the University's Southwest Virginia Economic Development Partnership, with a focus on (1) K12 education support, (2) business support, and (3) access to healthcare.	Continue and enhance the University's Southwest Virginia Economic Development Partnership, with a focus on (1) K12 education support, (2) business support, and (3) access to healthcare.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
42	Yes	Utility Cost Increase	Fin Plan	Incremental:	\$1,630,000	\$1,630,000	\$3,357,000	\$3,357,000		
43	Yes	Unavoidable Contractual Increases in Rent, E-911, and Fire Services	Fin Plan	Incremental:	\$200,000	\$200,000	\$400,000	\$400,000		
Total 2012-2014 Costs										
Incremental (Included in Financial Plan)					\$46,858,573	\$28,268,529	\$87,388,767	\$53,174,197		
Savings					\$1,229,000	\$0	\$2,138,000	\$0		
Reallocation					\$2,015,000	\$0	\$2,000,000	\$0		
Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2012-2014 Biennium (Assuming No Additional General Fund)										

Notes:

(1) Enter staff FTE change over the FY2012 level in appropriate columns.

(2) If planned, enter the cost of any institution-wide increase.

(3) Please ensure that these items shall not be double counted if they are already included in the incremental cost of the academic plan.

(4) Enter planned annual faculty salary increase rate in Cell B22 and D22. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.

Note: It is not the University's intent to implement all strategies without general fund support; the University will seek external funding for certain strategies or portions of strategies. Financial aid plan is dependent on outcome of decisions regarding federal financial aid programs.

Six-Year Plans (2011) University of Virginia

FINANCIAL AID PLAN

Instructions: Complete the table for the Actual 2010-11 and Estimate 2011-12 distribution of financial aid by category. The planned distributions for 2012-13 and 2013-14 will be automatically calculated based on the estimated 2011-12 distribution. Adjust the 2012-13 and 2013-14 distributions, as necessary, by entering values instead of using the formulas.

Allocation of Tuition Revenue Used for Student Financial Aid			
2010-11 (Actual)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$91,189,000	Note A	\$3,512,634
Out-of-State Undergraduate	\$143,545,000	Note A	\$6,032,566
In-State Graduate	\$32,860,000	Note B	\$3,737,225
Out-of-State Graduate	\$60,979,000	Note B	\$16,223,485
In-State 1st Professional	\$27,954,000		\$2,188,600
Out-of-State 1st Professional	\$43,206,000		\$5,660,143
Total	\$399,733,000	\$0	\$37,354,653
In-State Sub-Total	\$152,003,000	\$0	\$9,438,459

Note A: The University does not separately track a tuition dollar paid to where it is expended. All undergraduate tuition revenues are collected into a 0300 revenue project, then the amount required for financial aid is transferred to program 108. The University is committed to the principle that in-state undergraduates will not pay for out-of-state undergraduate financial aid. Because of the availability of ARRA funds fiscal year 2010-11 was an anomaly. The institutional share of aid awarded to in-state students was \$11,597,414, which was equivalent to 13% of the total tuition collected from in-state undergraduates. The institutional share of aid awarded to out-of-state students was \$19,950,000, which was equivalent to 14% of the total tuition collected from out-of-state undergraduates. However, in 2010-11 ARRA SFSF funds were substituted for tuition funds as a source of institutional financial aid. The amount actually transferred from tuition for financial aid was approximately 3.8% of in-state tuition collections and 4.2% of out-of-state tuition collections, on a pro rata basis.

Note B: Gross tuition revenue from graduate students is distorted by the inclusion of Graduate Business (Darden) and graduate programs in the McIntire School of Commerce, which are high tuition programs with virtually no tuition-funded financial aid. It is probably useful to take a look at the non-business graduate programs:

In-State Graduate tuition revenue, less Business	\$19,973,000	\$3,642,960
Out-of-State Graduate tuition revenue, less Business	\$30,086,000	\$15,864,427

Financial aid for graduate students is not awarded on the basis of need (although most all graduate students are needy since they are normally independent students), but rather it is packaged so as to attract the very best students. Graduate teaching assistants (GTA) and graduate research assistants (GRA) who perform work for the University receive financial support from tuition. For GTAs (regardless of residency), financial aid from tuition covers 100% of the cost of in-state tuition and fees. For GRAs (regardless of residency), the underlying grant covers 100% of the cost of in-state tuition and fees. For all out-of-state GTAs and GRAs, financial aid from tuition covers the differential between in-state T&F and out-of-state T&F.

2011-12 (Estimated)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$101,190,000	Note A	\$18,800,000
Out-of-State Undergraduate	\$155,935,000	Note A	\$21,100,000
In-State Graduate	\$35,271,000		\$4,069,000
Out-of-State Graduate	\$64,250,000		\$17,100,000
In-State 1st Professional	\$27,362,000		\$2,330,000
Out-of-State 1st Professional	\$49,454,000		\$5,910,000
Total	\$433,462,000	\$0	\$69,309,000
In-State Sub-Total	\$163,823,000	\$0	\$25,199,000

Note A: The University does not separately track a tuition dollar paid to where it is expended. All undergraduate tuition revenues are collected into a 0300 revenue project, then the amount required for financial aid is transferred to program 108. The University is committed to the principle that in-state undergraduates will not pay for out-of-state undergraduate financial aid. In 2011-12, we project that the institutional share of aid awarded to in-state students from tuition will be \$13 million, or approximately 13% of the total tuition collected from in-state undergraduates. In 2011-12, the institutional share of aid awarded to out-of-state students from tuition is projected to be \$14.6 million, or approximately 9.4% of the total tuition collected from out-of-state undergraduates.

2012-13 (Planned)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$108,640,000		\$20,021,107
Out-of-State Undergraduate	\$166,981,000		\$22,471,457
In-State Graduate	\$36,751,000		\$4,332,440
Out-of-State Graduate	\$66,785,000		\$17,730,140
In-State 1st Professional	\$28,961,000		\$2,446,500
Out-of-State 1st Professional	\$52,107,000		\$6,205,500
Total	\$460,225,000	\$0	\$73,207,145
In-State Sub-Total	\$174,352,000	\$0	\$26,800,047
Additional In-State	\$10,529,000	\$0	\$1,601,047
Additional In-State from Fin Plan		\$4,936,000	

2013-14 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$116,789,000		\$21,321,809
Out-of-State Undergraduate	\$179,939,000		\$23,932,358
In-State Graduate	\$38,474,000		\$4,614,368
Out-of-State Graduate	\$69,720,000		\$18,404,500
In-State 1st Professional	\$30,692,000		\$2,568,825
Out-of-State 1st Professional	\$54,956,000		\$6,515,775
Total	\$490,570,000	\$0	\$77,357,634
In-State Sub-Total	\$185,955,000	\$0	\$28,505,002
Additional In-State	\$11,603,000	\$0	\$1,704,955
Additional In-State from Fin Plan		\$6,789,000	

Six-Year Plans (2011)
University of Virginia

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2011-2012		2012-2013			2013-2014			2014-2015	2015-2016	2016-2017	2017-2018
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue				
E&G Programs												
In-State Undergraduate	\$9,684	\$101,190,000	\$10,313	6.5%	\$108,640,000	\$10,983	6.5%	\$116,789,000				
Out-Of-State Undergraduate	\$34,678	\$155,935,000	\$36,932	6.5%	\$166,981,000	\$39,333	6.5%	\$179,939,000				
In-State Graduate	\$13,206	\$35,271,000	\$14,061	6.5%	\$36,751,000	\$14,976	6.5%	\$38,474,000				
Out-Of-State Graduate	\$23,202	\$64,250,000	\$24,057	3.7%	\$66,785,000	\$24,972	3.8%	\$69,720,000				
In-State Law	\$42,668	\$14,978,000	\$44,801	5.0%	\$15,722,000	\$47,041	5.0%	\$16,503,000				
Out-Of-State Law	\$47,668	\$35,627,000	\$50,051	5.0%	\$37,386,000	\$52,554	5.0%	\$39,232,000				
In-State Medicine	\$39,394	\$12,384,000	\$41,364	5.0%	\$13,239,000	\$43,432	5.0%	\$14,189,000				
Out-Of-State Medicine	\$49,066	\$13,827,000	\$51,519	5.0%	\$14,721,000	\$54,095	5.0%	\$15,724,000				
In-State Dentistry	\$0	\$0	\$0	%	\$0	\$0	%	\$0				
Out-Of-State Dentistry	\$0	\$0	\$0	%	\$0	\$0	%	\$0				
In-State PharmD	\$0	\$0	\$0	%	\$0	\$0	%	\$0				
Out-Of-State PharmD	\$0	\$0	\$0	%	\$0	\$0	%	\$0				
In-State Veterinary Medicine	\$0	\$0	\$0	%	\$0	\$0	%	\$0				
Out-Of-State Veterinary Medicine	\$0	\$0	\$0	%	\$0	\$0	%	\$0				
Other NGF		\$39,251,000			\$39,634,000			\$39,964,000				
Total E&G Revenue		\$472,713,000			\$499,859,000			\$530,534,000	\$560,365,000	\$591,870,000	\$625,274,000	\$660,681,000
Auxiliary Program												
Undergraduate	\$1,892		\$1,915	1.2%		\$1,972	3.0%					
Graduate	\$1,892		\$1,915	1.2%		\$1,972	3.0%					
Law	\$1,932		\$1,955	1.2%		\$2,012	2.9%					
Medicine	\$1,943		\$1,966	1.2%		\$2,023	2.9%					
Dentistry	\$0		\$0	%		\$0	%					
PharmD	\$0		\$0	%		\$0	%					
Veterinary Medicine	\$0		\$0	%		\$0	%					
Total Auxiliary Revenue		\$184,012,000			\$187,700,000			\$191,500,000	\$195,300,000	\$199,200,000	\$203,200,000	\$207,300,000
Total Tuition and Fees												
In-State Undergraduate	\$11,576		\$12,228	5.6%		\$12,955	5.9%					
Out-Of-State Undergraduate	\$36,570		\$38,847	6.2%		\$41,305	6.3%					
In-State Graduate	\$15,098		\$15,976	5.8%		\$16,948	6.1%					
Out-Of-State Graduate	\$25,094		\$25,972	3.5%		\$26,944	3.7%					
In-State Law	\$44,600		\$46,756	4.8%		\$49,053	4.9%					
Out-Of-State Law	\$49,600		\$52,006	4.9%		\$54,566	4.9%					
In-State Medicine	\$41,337		\$43,330	4.8%		\$45,455	4.9%					
Out-Of-State Medicine	\$51,009		\$53,485	4.9%		\$56,118	4.9%					
In-State Dentistry	\$0		\$0	%		\$0	%					
Out-Of-State Dentistry	\$0		\$0	%		\$0	%					
In-State PharmD	\$0		\$0	%		\$0	%					
Out-Of-State PharmD	\$0		\$0	%		\$0	%					
In-State Veterinary Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Veterinary Medicine	\$0		\$0	%		\$0	%					
Student Financial Aid (Program 108)		\$59,566,000			\$73,299,000			\$77,645,000	\$82,300,000	\$87,200,000	\$92,400,000	\$97,900,000
Sponsored Programs (Program 110)		\$297,143,000			\$285,947,000			\$280,439,000	\$283,466,000	\$290,660,000	\$298,020,000	\$305,158,000
Unique Military Activities		\$0			\$0			\$0	\$0	\$0	\$0	\$0
Workforce Development		\$0			\$0			\$0	\$0	\$0	\$0	\$0
Other (Specify)		\$0			\$0			\$0	\$0	\$0	\$0	\$0

Six-Year Plans (2011)
University of Virginia

**Foregone Tuition Revenue As A Result of Tuition Waivers
 Educational and General Programs**

(Please provide information and add programs to the list as appropriate)

Program	2012-13					2013-14				
	In-State Undergraduates	In-State Graduates	Out-of-State Undergraduates	Out-of-State Graduates	Total	In-State Undergraduates	In-State Graduates	Out-of-State Undergraduates	Out-of-State Graduates	Total
Academic Common Market	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Out-of-State Graduates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Waivers	\$38,000	\$203,000	\$0	\$0	\$241,000	\$39,000	\$209,000	\$0	\$0	\$248,000
Professional Waivers	\$0	\$72,000	\$0	\$3,000	\$75,000	\$0	\$74,000	\$0	\$3,000	\$77,000
K-12 Educators Waivers	\$0	\$822,000	\$0	\$24,000	\$846,000	\$0	\$838,000	\$0	\$24,000	\$862,000
VMSDEP	\$113,000	\$51,000	\$0	\$0	\$164,000	\$124,000	\$56,000	\$0	\$0	\$180,000
Senior Citizen Waivers	\$41,000	\$15,000	\$0	\$0	\$56,000	\$45,000	\$16,000	\$0	\$0	\$61,000
Military Tuition Exception	\$0	\$0	\$1,000	\$387,000	\$388,000	\$0	\$0	\$1,000	\$406,000	\$407,000
Total	\$192,000	\$1,163,000	\$1,000	\$414,000	\$1,770,000	\$208,000	\$1,193,000	\$1,000	\$433,000	\$1,835,000

From: Sheehy, Colette (cc) [cc@eservices.virginia.edu]
Sent: Friday, October 14, 2011 2:59 PM
To: Alessio, James (SCHEV)
Cc: colette@Virginia.EDU; John Simon (jds2ts@virginia.edu); Strine, Michael (ms6vu); Rivers, Nancy (nan9k); Adams, James (jma); Bianchetto, Melody (msb2p); Collie, Sarah (slc6h); jdb9b@Virginia.EDU; Minnis, Robbyn (rlm5s); pqc2f@virginia.edu; Sheehy, Colette (cc); Thompson, Justin (jbt4d); Wolcott, David (daw5h)
Subject: Revised six-year plan
Attachments: UVA Six-year Plan 2011 prioritized FINAL.xlsx

Jim,

Please find attached the University of Virginia's revised six year plan using the new template you provided. We have also provided the additional information you want on financial aid. We chose to use notes to explain the financial aid calculations. I appreciate the flexibility you provided on the deadline to allow us to consult internally on the priorities.

The Op6 group made a number of general observations about the plans. I'd like to address the University's reaction to each.

1. Reasonable tuition increases – The University purposely built into its plan what it believes is a reasonable tuition increase for in-state undergraduate students. We noted that all of our strategies would not be able to be implemented on incremental tuition dollars alone and that we hoped that the state and other funding partners would invest in some of those initiatives. Consequently, we have not changed the tuition proposal from the original submission.
2. Priorities – We have completed the two columns in the new spreadsheet to indicate priorities and whether the initiatives would be addressed with incremental tuition. We would like to note that the rank ordering of every strategy in a plan as complex as ours was difficult and might not necessarily represent where the funding goes in the end. For instance, we would like to see our dollars go toward investments in the mission – teaching, research and service, rather than toward administrative services. However, we know that certain investments must also be made in those services whether it is a high priority or not. When the rent goes up for leasing outside space we need to pay it; when Dominion Virginia Power increases their rates we need to pay the electric bill; when we have contracts in place with localities that call for increases each year we are obligated to pay the higher cost. We would like it if none of these costs went up, but we need the services so we pay the higher cost even though in a list of initiatives like those included in the six year plan these types of expenses would not be high on the priority list.
3. Salary increases – We hope that the state might be able to invest in salary increases for our faculty and staff in the upcoming biennium. Given the group's preference that students not be asked to bear the full burden of salary increases we have taken our salary recommendations contained in the original plan and reflected in the revised plan only that portion that would normally come from tuition based on our fund split.

4. Clarification of strategies – We do not think the University’s plan had any multiple sub-strategies within a single strategy so we have not made any alterations for this.
5. Second year costs – We believe we accounted for the incremental costs in the second year correctly in our original submission.
6. Tuition waivers – We believe our tuition waiver worksheet was clear. If you have further questions please let me know.
7. Financial Aid – We have completed the new financial aid worksheet and annotated our calculations and methodology.

There are two multi-university projects that involve the University of Virginia. George Mason has the lead on 4-VA and Longwood University has the lead on the Virginia Logistics Research Center.

There are two institution specific questions for the University:

1. Please resolve the question of whether or not the faculty salaries for the Law School and the Darden School are being double counted. The salaries for the Darden and Law Schools are included in original strategy #32 now strategy #9. They are not double counted.
2. Please provide the reallocation figures for items #5 and #6 of the academic plan to better describe what portion of these initiatives are being met by internal dollars. Strategies #5 and #6 in the original plan and now #2 and #3 in the priority ordered revised plan discuss the need for start-up packages to accompany the hiring of new STEM faculty associated with enrollment growth and with STEM faculty hired to replace those who leave or retire. In each case, President Sullivan has made the case that while the University can in most instances cover the salaries and benefits of the individual faculty members the start-up costs which can be substantial are a barrier. We hope that the state might devise an Equipment Trust Fund like program that would provide multi-year funding for start-up costs in the very expensive STEM-H disciplines.

At this time we are not certain and cannot calculate the number of faculty that might be reallocated to STEM fields to match enrollment. Today, approximately 36 percent of U.Va. undergraduate degrees granted are in STEM-H fields. This is equivalent to the average of the proposed rate of new STEM enrollment growth (33-40 percent). So, rather than reallocate existing faculty lines, we will grow the tenured and tenure track faculty at roughly the same historic distribution. When comparing pre- and post-growth enrollment distribution, U.Va. may not look very different. We will be larger and produce more STEM degrees, but unless students are motivated to enroll in STEM-H fields at greater proportions than they have in the past the disciplinary distribution will be largely the same.

The University has embarked on development of a new activity based financial model that will drive dollars to the primary mission; reward innovation and entrepreneurship; make more apparent to the University community at large decisions, priorities, and investments; better align revenues and expenses; and hold individuals accountable for results. Once

implemented in 2013-14 the model will direct revenue (e.g. tuition) to where students are enrolled and taking classes so in a sense resources will be regularly reallocated and reinvested in order to achieve strategic University and school priorities.

Finally, the University's plan contains a number of strategies reflected with no corresponding cost. In most cases, these strategies will be pursued with existing resources so that in effect, we are reallocating resources across the six-year plan. It is simply too difficult to quantify the amount of money and time that is embodied in each strategy.

Should you or other members of the Op6 group have questions about the revised plan please let us know. Colette