

2023 SIX-YEAR PLAN NARRATIVE (Part II)
INSTITUTION: UNIVERSITY OF VIRGINIA

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals as articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives, especially as they relate to the Commonwealth's goals.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

Please be comprehensive but as concise as possible with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review sessions later this summer.

Please save this narrative document with your institution's name added to the file name.

SECTION A: MISSION & PRIORITIES

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. What is your institutional mission? Please share any plans you have to change your mission over the six-year period.

The University of Virginia's mission is reflected in its *Mission Statement* that was revised in 2013 and approved by SCHEV in 2014:

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

We are defined by:

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

At this time, the University has no plans to change its mission during the six-year planning period.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? What are your institution's greatest opportunities for improvement?

Strengths

1. Enrollment demand and student retention
 - a. Received nearly 56,500 applications for the approximately 4,000 seats in the Class of 2027
 - b. Average retention rate for first-time first-year undergraduate students: 97%
2. Affordability and return-on-investment (ROI) – UVA is committed to limiting need-based loans for students, so they graduate with less debt.
 - a. AccessUVA, UVA's financial aid program, demonstrates UVA's commitment to meet 100% of demonstrated financial need and limit need-based loans through:
 - i. Grants that equal or exceed the cost of tuition, fees, room, and board for Virginians with household incomes under \$30,000
 - ii. Grants that equal or exceed the cost of tuition and fees for Virginians with household incomes under \$80,000
 - iii. \$2,000 [Cornerstone grant](#) for those with income under \$125,000
 - iv. Capping loans at \$4,000 for Virginians from lower-income households and \$18,000 for other Virginians with need
 - b. UVA's graduation rates exceed national averages and decrease time to degree, which decreases costs for students and families.
 - i. 6-year graduation rate: 95.2%
 - ii. 4-year graduation rate: 92.2%
 - c. Recognized nationally for value and ROI.
 - i. #1 Best Public College for Financial Aid ([Princeton Review, 2023](#))
 - ii. #2 Best-Value Public University ([Princeton Review, 2023](#))
 - iii. #3 Best-Value Public University ([Money Magazine, 2022](#))
 - iv. 5-Star College ([Money Magazine, 2023](#)) based on quality, affordability and outcomes
 - d. Strong job placement with better than average salaries as noted in the UVA Fact Pack.
3. Quality/expertise of faculty
 - a. Established Bicentennial Professorships program, co-investment by UVA and alumni, parents, and friends focused on recruiting academic talent.
 - b. Investments in [Grand Challenges](#) that will attract top faculty in priority research areas and promote interdisciplinary work in search of solutions to some of society's most pressing issues.
 - c. Thirty-eight of the University's faculty are fellows of the American Academy of Arts and Sciences. Two faculty members are MacArthur fellows. The ranks of the National Academy of Sciences include five University faculty, while the National Academy of Engineering includes eight. The prestigious Institute of Medicine of the National Academy of Sciences has inducted 12 University faculty members.
4. Financial Health
 - a. AAA bond rating from all three rating agencies
 - b. Diversity of revenues
 - c. Strong long-term endowment performance

- d. Optimized debt portfolio
- e. Successful fundraising
- f. Recent state-reinvestment in higher education

Opportunities for Improvement

1. Increase enrollment of underserved populations (e.g., Pell-eligible, first-generation, low-income) from the Commonwealth
 - a. Launch the All Virginia Pilot to (1) encourage and prepare more students from public schools in Virginia with high rates of socioeconomic disadvantage to apply to UVA and (2) champion public higher education across the Commonwealth.
 - b. Expand financial aid program to attract more low- and middle-income Virginians to UVA.
2. Serve more Virginians and enhance workforce development programming
 - a. Expand online programs and offerings in Charlottesville and other regions of the Commonwealth, including Northern Virginia and Southwest Virginia.
 - b. Build on UVA's success with the bachelor's completion program in the [School for Continuing and Professional Studies](#) (SCPS).
 - c. Develop new programs in high-demand areas (e.g., digital transformation and business analytics).
 - d. Create offerings to provide additional pathways for professionals to gain new skills and advance in their careers.
 - e. Forge new industry partnerships to identify and serve workforce needs (e.g., in areas of technology and engineering, defense, education, real estate, media, and healthcare).
3. Expand UVA's research portfolio
 - a. In partnership with the Commonwealth, continue to invest in the development of the Institute of Biotechnology.
 - b. Invest in research infrastructure focusing on entrepreneurship and commercialization, translational research, and high-performance computing to make it easier for faculty to work and collaborate (Strategic Research Infrastructure Initiative [SRIi]).
 - i. This includes (1) staff and systems necessary to bring in extramural funding for research; (2) buildings, people, computing power, and equipment necessary to conduct research; and (3) translational resources to ensure the research has maximum societal and economic impact.
 - ii. Three areas most in need of investment are (1) improving and increasing research space (including labs, collaboration space, and shared research cores); (2) increasing and improving high performance/research computing (a major driver of discovery in all disciplines in the coming years); and (3) increasing support for obtaining and managing extramural funding.
 - iii. While UVA has invested in these areas to some extent, peer universities are investing at a much higher rate, according to the assessment of an external consultant.
4. Retain talent (faculty and staff) – risk of losing critical talent to other peer institutions.
 - a. UVA faculty salaries rank 27th among AAU institutions and salary is often cited as the reason faculty leave UVA for opportunities at other institutions.

- b. UVA is currently engaged in a comprehensive review of staff salaries and expects to receive the draft report with recommendations about our workforce in late summer.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the strengths and/or opportunities for improvement mentioned above and will ultimately drive better outcomes for students.

UVA is implementing a 10-year strategic plan, approved by the Board of Visitors in August 2019, with the goal of being the best public university in the country in 2030, and one of the very best in the world, whether public or private. [The 2030 Plan, A Great and Good University](#) is built around four overarching goals that provide strategic direction for the University and further the Governor's *North Star* objective to "prepare every graduate for success in life" as well as the goals of *The Virginia Plan for Higher Education*:

- 1) Strengthen our foundation, which means supporting our students, faculty, and staff.
- 2) Cultivate the most vibrant community in higher education.
- 3) Enable discoveries that enrich and improve lives.
- 4) Make UVA synonymous with service.

The priorities outlined below align with both the University's strategic plan and multi-year financial plan, and they advance the Commonwealth's priorities and objectives.

1. **SuccessUVA** – Since 2004, AccessUVA has transformed the University by helping attract outstanding, diverse students, regardless of means. SuccessUVA will provide opportunities for UVA to:
 - a. Expand our financial aid program to enable more low- and middle-income students to attend the University and engage in all that we offer.
 - b. Attract more first-generation, Pell-eligible, and underrepresented students, specifically.
 - c. Improve [academic and career advising](#) for all students and provide the support that they need to thrive on Grounds and beyond.
 - d. Improve mental health services provided by our [Student Health and Wellness Center](#).
2. **Pathways to Research Preeminence** – To move UVA from prominent to preeminent in research, our approach will be three-fold:
 - a. Continue to make strategic investments in research infrastructure, including the [Institute of Biotechnology](#) that was [announced in January 2023](#), which will lead to improving faculty recruitment and retention, increasing extramural research funding, and accelerating discoveries.
 - i. Over the past academic year, UVA launched a pan-University initiative to develop a prioritized plan for strategic investments over the next 10 years to support research excellence. Investments will increase and accelerate research, and the translation of that research into technologies, treatments, policies, and practical solutions that will improve lives.
 - ii. Other areas of investment will include support for faculty recruitment and startup packages; support for post-doctoral fellows and research fellowships for students; and support for translation of discoveries including clinical trials, commercialization, and entrepreneurship.

- b. Focus on a discrete set of pressing challenges and opportunities (i.e., [Grand Challenges](#)) that require collaboration across disciplines and schools and where UVA can be an international leader. We have identified five priority areas that represent major societal challenges and opportunities and draw on our existing strengths:
 - i. Democracy
 - ii. Brain and Neuroscience
 - iii. Precision Medicine/Health
 - iv. Digital Technology and Society
 - v. Environmental Resilience and Sustainability
- c. Invest in efforts to launch and grow research initiatives, particularly those that require collaboration across disciplines, and to recruit and retain the best researchers, teachers, and mentors to strengthen our capabilities in strategic priority areas.

3. ***Bachelor's Completion and Certificate Program*** and ***Broadening Our Horizons*** – UVA will continue to expand educational opportunities – in-person and online – for working adults in the Commonwealth and beyond, especially the more than one million Virginians who have some college credits but have not yet received a degree.
 - a. Scale the [bachelor's completion program](#) and provide high-quality, easily accessible, and affordable education.
 - b. Increase our impact by growing the research footprint, reaching more students, and developing new partnerships, including those focused on workforce development, at [UVA Northern Virginia](#), which offers [graduate and professional degree programs and certificates](#) in high demand fields.
 - c. Support the College at Wise in targeted and strategic program expansion (e.g., University of Virginia's [Family Nurse Practitioner \(FNP\) program](#), [Year in Wise Program](#), etc.).

A4. What support can OpSix provide to help you achieve those strategies? Please include both budget and policy requests and reference Part I of your submission where appropriate.

The University's GF and capital requests are tied to the strategies listed above. Key areas in which UVA would like to partner with the Commonwealth and the Op-Six include:

- Investing in our workforce to ensure we continue to recruit and retain the very best faculty and staff.
- Continuing co-investment in the Institute of Biotechnology.
- Co-investing in major research priorities that attract extramural funding, create jobs, and drive economic development.
- Expanding workforce development initiatives.
- Identifying opportunities to establish new/expand existing programs in high-need and high-demand fields.
- Enhancing and expanding internship opportunities.
- Reducing/streamlining reporting requirements.
- Partnering to address macro issues facing higher education (e.g., funding, access, affordability, etc.) and the Commonwealth.

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant.

- UVA continues to benefit from:
 - The strength of our current undergraduate student body: strong and successful current students attract similar prospective students.
 - Prospective students' favorable impressions of the quality of the academic experience and the overall student experience UVA offers.
 - UVA's commitment to meet 100% of demonstrated need of every aid-eligible student we enroll, resulting in Virginia students receiving more grants and taking on fewer loans than they would have at other schools to which they were admitted.

- UVA increasingly benefits from:
 - Strong interest in high-quality professional and STEM programs (e.g., commerce/business, engineering, nursing, data science, and leadership and public policy).
 - Simplified financial aid processes for returning students from lower-income households.
 - Greater focus on identifying and recruiting underrepresented (e.g., rural, first-generation, and lower-income) Virginians.

B2. Please summarize your enrollment management strategy moving forward and the specific actions (if any) you are taking to implement that strategy.

In support of our strategies and priorities listed in Section A, UVA will:

- Serve all of Virginia
 - Focus on recruiting talented Virginians from all walks of life, with an emphasis on schools and communities in every region where our applications and enrollments indicate we are not yet reaching our audience.
 - Improve communication about admission, financial aid, sense of belonging, and return on investment.
 - Strengthen service to communities, and to other four- and two-year schools in the Commonwealth, by sustaining and expanding the Virginia College Advising Corps.
 - Coordinate pipeline programs that encourage and support prospective students including students from Virginia community colleges.

- Build SuccessUVA
 - Implement comprehensive and holistic advising for lower-division students across all undergraduate schools utilizing appropriate enterprise software.
 - Refine financial aid packages to make them more compelling to Pell-eligible Virginia students.

- Grow modestly and manage growth
 - Stabilize first-time, first-year enrollment at 3,970 to support new degree program in Data Science.

- Refine enrollment planning to manage distribution of students across schools, consistent with their strategies and with student and market interest and workforce needs across the Commonwealth.
 - Build infrastructure for future growth in enrollments of external transfer students.
 - Ensure that graduate enrollments align with growth in undergraduate enrollments and available research opportunities.
- Develop alternatives to residential undergraduate degree programs (as noted in A2 and A3 above)
 - Without sacrificing the longstanding strengths of UVA’s residential programs, expand online and in-person educational opportunities and offerings for working adults in the Commonwealth and beyond, especially the more than one million who have earned college credits but do not have a degree or certificate.

B3. How ambitious/realistic/conservative are the enrollment projections you most recently submitted to SCHEV? What are the greatest unknowns or risks that could lead enrollment to differ significantly from your projections? Please reference national and statewide enrollment trends/projections and cite any other data (e.g., regional trends, performance of prior enrollment strategies) that informed your projections.

The University’s enrollment projections for residential undergraduate and first-professional (i.e., law, medicine, and business) students are realistic. Projections for master and doctoral enrollments are our best estimates but are subject to funding for graduate students and demand for graduate programs. Projections for bachelor’s degree-completion, certificate, and other non-traditional enrollments are also our best estimates but are more speculative.

Risks and unknowns

- Supreme Court decisions in Harvard and UNC cases may discourage applications from traditionally underserved populations and limit our ability to recruit and aid students.
- Declines in community college enrollments may change the composition of entering classes of transfer students.
- Lingering impacts of the COVID pandemic may continue to affect academic preparation, mental health, and career aspirations of prospective first-time, first-year students.
- Growth in STEM doctoral enrollments will depend on funding for graduate students and our ability to recruit the best students in a competitive market.
- Geopolitical conditions (or other factors beyond our control or influence) may lead to a decrease in global students seeking degrees – especially graduate degrees – from U.S. institutions.

B4. Explain the implications of your enrollment strategy on your institution’s financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).

- As shown in UVA’s Fact Pack (p. 39), institutional financial aid for graduate and undergraduate students was \$170M in FY2022, or a 22.9% discount rate. Each 1% increase in UVA’s discount rate for all students costs approximately \$7.4M.

- State funding and philanthropy are critical components to address increased student need and reduce the cost of attendance. UVA's discount rate will increase without additional state support and private gifts to offset student need.
- Student financial aid
 - Increasing the share of Virginians who qualify for Pell Grants and refining aid packages for these students will require greater funding for need-based financial aid; current estimates range from \$5M to \$7M in additional funds per year at full implementation.
 - Growing STEM doctoral programs will require increased funding for sponsored research.
 - UVA has expanded its fundraising for need-based undergraduate scholarships as one way of mitigating growth in the discount rate.
 - UVA is also focused on increasing sponsored research and the funding for graduate students that it typically provides.
- SuccessUVA – additional resources will be necessary to implement comprehensive and holistic advice and to increase enrollment of Pell-eligible Virginia students.
- For reference and additional context, the National Association of College and University Business Officers (NACUBO) conducts an annual Tuition Discounting Study (TDS) to measure institutional tuition discount rates and other indicators of institutionally funded scholarships. Of specific applicability to UVA, the [2022 TDS](#) found, among other things:
 - Average tuition discount rates rose to 56.2% in 2022-23, reaching new highs.
 - After adjusting for inflation, overall net tuition revenue per student decreased by 5.4% between 2020-21 and 2021-22.
 - The majority of institutionally funded financial aid came from undedicated sources of revenue in 2021-22 (56.5%). Other sources included institutional reserves (28.6%), endowment (10.4%) and fundraising (4.6%).

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify by when you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030).

- Time to degree: undergraduate students
 - Six-year target graduation rate for all new first-time first-year students: 92%. UVA has met its target in each of the last four years. For the last decade, UVA's overall six-year graduation rate has been over 92%.
 - Six-year target graduation rate for new first-time first-year recipients of Pell Grants: 92%. UVA has not yet met its target with actuals being approximately 90%.

- Four-year target graduation rate: 86%. We have met this target in each of the last four years. The four-year graduation rate has increased from 87.2% for students entering in fall 2009 to 92.2% for students entering in fall 2018.
- Time to degree: graduate students
 - Time to Ph.D. varies by discipline. Average time to degree for doctoral cohorts finishing in 2021-2022 are within disciplinary norms.
 - On average, time to Ph.D. for women, underrepresented minority students, and international students in the four most recent graduating cohorts has been 6 years or fewer.
- STEM Majors
 - Increase the proportion of students pursuing STEM degrees by 5% over the next six years.
 - This is the focus of a Howard Hughes Medical Institute (HHMI) initiative to enhance the success of STEM students.

C2. What specific strategies/actions are you planning to take to achieve those goals? How will you draw on successes/challenges from your prior completion outcome improvement strategies?

UVA is expanding services provided to students to facilitate their academic and postgraduate success. Key new efforts include:

- **Academic support:** Starting in fall 2020, UVA began expanding academic support infrastructure, focusing on classes where the data demonstrate that underserved students disproportionately struggle. We have also begun or expanded a number of other academic support initiatives including study skills workshops and peer tutoring.
- **Teaching and learning:** UVA is currently participating in [two learning communities](#) associated with HHMI initiatives, working with the University's 16 STEM departments to create more inclusive learning environments, with an explicit goal of fostering achievement of students from underserved backgrounds.
- **Advising:** In spring 2022, UVA completed a comprehensive review of advising. As recommended by this review, UVA is preparing to implement a new software platform to enhance academic and co-curricular advising; and is developing more effective ways to communicate resources and support available to students.

C3. How will you use existing/recently provided resources to execute those strategies? Will you be requesting incremental state resources? Please state the request and rationale and explicitly tie to Part I of your planning template.

UVA is investing and reallocating significant resources for the initiatives described in C2. We have not included a request for incremental state resources for these initiatives.

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C4. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What do the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program.

- UVA tracks the scores and pass rates of students in programs that may lead to licensure or certification; thresholds are set by schools relative to the degree program and state and national averages. [examples are provided in Appendix A]
- Job placement rates and graduate school outcomes are also closely monitored. Because job placement is highly dependent on economic conditions, individual schools and programs do not set specific thresholds of acceptability. Rather, trends are monitored while taking into consideration general economic conditions and industry-specific employment markets.
- The [UVA Career Center](#) administers first-destination surveys to graduates of the College and Graduate School of Arts and Sciences, School of Architecture, School of Engineering and Applied Science, and non-M.D. programs within the UVA School of Medicine. The McIntire School of Commerce, Frank Batten School of Leadership and Public Policy, and School of Nursing administer their own first-destination surveys.
- Data collected focuses on post-graduation plans including time between graduation and placement. While the data collected suggest students are generally pursuing opportunities consistent with their interests, the data also indicate that undergraduate students in the College of Arts and Sciences may not be aware of the full range of career opportunities available to them. [see Appendix B for placement data]
- UVA monitors the average amount of loan debt – for both Virginians and non-Virginians – and the percentage of graduates in each class with no debt.

C5. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships) during their time at your institution? How will you draw on successes/challenges from prior initiatives?

- The [UVA Career Center](#) (UCC) helps students assess their personal values, interests, and skills through individual career counseling, as well as interactive small-group workshops. The UCC also enables students to find internships in career fields they wish to explore; offers career academies and job/internship fairs; and, in partnership with the Provost's Office, provides one-credit courses that enable students to identify and expand on skills developed through internships.

- In spring 2023, UVA piloted a new program in which the UCC partners with an academic department to deliver a course that connects skills gained through an internship to departmental academic requirements. We plan to build on this pilot by expanding to additional departments, helping students to better understand how discipline-specific skills learned in the classroom are applicable in the workplace.
- UVA has a widely respected career readiness program for graduate students, called [PhD Plus](#). PhD Plus prepares Ph.D. students and postdoctoral scholars across all disciplines for long-term success in their chosen career, with the goal of enabling versatile academics who are deeply engaged with society's needs to become influential professionals in every sector and field, both within and beyond the academy.
- The [Public Service Pathways](#) program launched in fall 2022 for the class of 2026 with the goal of helping students connect to public service as a personal commitment, a lifelong practice, or even a career. Pathways is designed to help students get the knowledge, experiences, and career guidance they need to make positive change in the lives of others. Through the Pathways program, students choose from a mix of internships, research and service opportunities, mentoring, and alumni connections to expand on their academic interests and plan for their future.

C6. How do you intend to use existing/provided resources to execute those strategies? Will you be requesting incremental state resources? Please explicitly tie to Part I of your planning template.

- We are requesting ongoing support of \$500,000 per year to build infrastructure to support undergraduate internships and workforce development needs. This infrastructure would supplement UVA's current internship initiatives funded through V-Top and SCHEV by providing resources for:
 - Facilitating industry partnerships, cultivating internships, and designing curriculum including skill development programs that align internships with high-need skill areas in the Commonwealth and support Federal Work Study (FWS) students so they can translate their positions into experiential learning opportunities.
 - Overseeing micro-internship program and curriculum that creates project and work-based learning opportunities enabling students to support Virginia business and community partners through conversion of FWS opportunities into internships.
 - Supporting technology and administrative needs.
 - Providing work-based learning stipends to fund ~500 students to engage in micro-internships in high need skill areas including cybersecurity, biotech, data analytics, machine learning, and more.
- The PhD Plus program was launched as a limited-term pilot in 2019. Based on its success to date, we are making additional investments that will allow the program to continue and expand.

WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C7. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment?

- Business (including finance, economics, accounting)
- Computer science and computer engineering
- Data Science
- Education (early childhood, elementary, and special education)
- Engineering
- Healthcare (including medicine and nursing)
- Math/Statistics

C8. What specific strategies/actions is your institution planning to take to better align your program offerings or degree conferrals to current and projected workforce needs? Please provide a list of specific programs you intend to sunset or grow in the next 6 years to increase alignment, partnerships/initiatives you intend to launch or deepen, etc. If you intend to launch any new programs, please explain why your institution is particularly well-suited to succeed in that area.

- Many of the degree programs UVA established in the past five years are intended to address workforce needs in the Commonwealth including, but not limited to:
 - Three B.S. in Education Degrees: Early Childhood, Elementary, and Special Education
 - M.Ed. in Quantitative Analytics
 - B.A. and B.S. in Statistics
 - B.A. in Computer Science
 - B.S. in Mechanical Engineering
 - Ph.D. in Data Science
- Have also established certificates in response to workforce needs including:
 - Graduate Certificate in Cloud Computing
 - Post Baccalaureate Certificate in Accounting
 - Graduate Certificate in Instructional Design and Technology
 - Graduate Certificate in Real Estate and Design
 - Graduate Certificate in Applied Behavioral Analysis
- Planned degree programs such as a B.S. in Data Science, Ph.D. in Computational Biology, and Ed.S. in School Psychology leverage faculty expertise and strengths in disciplinary areas that are nationally recognized, and address employment demands.
- To further address workforce needs throughout the Commonwealth, UVA is working to build in-person and hybrid programs in Northern Virginia, offer additional online programs focused on areas of unmet need within the Commonwealth, and increase the reach of our bachelor's completion program.

- [Northern Virginia](#) – UVA’s expansion of existing and new programs in Northern Virginia is a response to the unmet educational needs of individuals and organizations in the Washington Capital region in key industries – technology and engineering, defense, education, real estate, media, and health care. These activities will be launched from UVA’s existing space in Rosslyn and a new space in Northern Virginia adjacent to the INOVA Fairfax campus. Examples of current program needs include:
 - M.E. in Mechanical and Aerospace Engineering
 - Certificates in high-demand topics such as Real Estate + Design and Development
 - M.S. in Management Information Technology
- [Online education](#)
 - Current online offerings include 19 degree programs (15 master’s, two bachelor’s, and two Ed.D. degrees) and 30 certificate programs (16 for-credit and 14 non-credit certificates).
 - UVA also offers 79 courses on the Coursera platform, primarily on business topics.
 - We plan to expand the reach of our existing programs and develop new degree programs, certificates, and “boot camp” style skills courses to address demand in areas identified through labor market analysis and in consultation with industry partners.
- [Bachelor’s completion](#)
 - UVA’s bachelor’s completion program is highly successful, with retention rates (82%) and completion rates (75%) far above national averages (42% and 32%, respectively). This is due to highly effective student support and advising practices.
 - We are working to expand enrollment by adding accelerated pathways, continuously updating curricula to meet emerging workplace needs, and recruiting more students.
- UVA regularly monitors degree and certificate program activity and leverages SCHEV program productivity review to sunset degree or certificate programs that do not meet enrollment FTE and graduate targets and are not critical to academic planning strategies. Programs recently closed include the M.A. in Italian, the B.A. in Comparative Literature, and the M.A. and Doctorate in German.

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc.

- Continue to meet 100% of demonstrated need of all undergraduate students who qualify for state or federal financial aid.

- Study the feasibility of raising household income ceilings for Virginians for grant funding that covers either tuition, fees, room, and board (currently offered to Virginians with household incomes of \$30,000 or less per year) or tuition and fees (currently offered to Virginians with household incomes of \$30,000-\$80,000 per year).
- Refine financial aid packages to make them more compelling to Pell-eligible Virginia students.
- Continue striving to keep all costs – not only tuition and fees, but also other costs such as housing and meals – as affordable as possible.
- Continue fundraising efforts for endowed and expendable scholarships.
- Expand federal work-study opportunities.
- Enhance emergency grants for expenses not covered under the standard cost of attendance, as well as grants to facilitate full participation in academically oriented co-curricular activities.

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

D2. Please explain the rationale behind your full pricing (i.e., published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e., net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation?

- T&F increase feasibility
 - Base undergraduate tuition and fees have increased by less than the consumer price index over the last four years.
 - The yield for admitted first-time, first-year students increased for both Virginians and out-of-state (OOS) students over the last four entering classes: from 60% to 64% for Virginians, and from 24% to 27% for OOS students (fall 2019 to fall 2022).
 - Surveys of enrolling first-time, first-year students for fall 2021 and fall 2022 indicated strong (76%) agreement that “UVA will be a better value” than their second-choice school.
- Estimates of discounts/unfunded scholarships
 - Discount projections relied on projected changes in the size and composition of the student body and changes in total cost of attendance.
 - Use of matching funds to incentivize private giving for scholarships partially mitigated the need for increased scholarship support from other institutional sources.
 - UVA does not provide unfunded scholarships, and instead focuses on its comprehensive pricing/discounting approach.

- Strategy for financial aid awards
 - UVA's financial aid strategy centers on:
 - Meeting the full need of students who qualify for state or federal aid.
 - Minimizing debt for Virginians from lower- and middle-income households and capping debt for other students.
 - Further minimizing debt for Virginians from lower-income households.
 - UVA generally does not provide institutional merit-based scholarships.
 - Some merit-in-need scholarships (e.g., [University Achievement Awards](#)) are intended to recruit Virginians who demonstrate outstanding leadership and character while overcoming personal hardship.

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why?

- UVA's pricing/discounting approach allows us to recruit diverse classes of undergraduate, graduate, and professional students.
- UVA builds its budget holistically each year, taking into consideration projected enrollments, tuition rates, financial aid, and operating and capital expenses.

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data.

- UVA's expenditure per student FTE has outpaced inflation but does not consider the overall growth of the institution, especially non-instructional E&G expenses including state restricted funding for research. Additionally, UVA has increased salaries over the period, including years when the state increased salaries above inflation.
- Personnel numbers have grown, but as a large research institution with an academic medical center, UVA has a substantial number of personnel who are not part of the instructional mission of the institution and are not funded by state or tuition dollars.
- Personnel growth is driven by both growth in headcount and growth in salary rates. A comparison to HEPI or CPI would only consider the latter.
- Non-personnel growth is driven by volume and average price, the latter of which is driven by inflation and mission needs.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies.

- UVA continuously seeks opportunities to gain efficiencies, become more effective, and reallocate resources to new, innovative, and strategic priorities.
- UVA builds its budget from the unit level up annually, ensuring conversations about budget planning and actual results occur near the activity in our decentralized organization/model. During the annual budget development process, units identify areas where they have reduced costs and/or increased revenues, and then the areas where they have subsequently been able to invest and improve.
- In recent years, core operating costs have outpaced the pace of revenues, requiring implementation of various cost cutting, efficiency, and resource optimization initiatives. Recent reallocation examples include restructuring graduate student support, consolidation of like units, evaluations of in-house versus contracted services, optimizing our physical space, launching research initiative programs, outsourcing gift processing, renegotiating procurement contracts, optimizing our transit options, collaborating with other state agencies, increasing the efficiency of our buildings, and improvements in our computing infrastructure.

D6. Provide information about your institution's highest-priority E&G capital projects and requests (including new construction as well as renovations) over the six-year plan period and how they align to your enrollment trajectory, student outcomes improvement plans, or other strategic priorities. Please also reflect on your current E&G facilities utilization (especially classrooms, labs and student service areas), particularly in light of any recent trends that might impact space needs (e.g., enrollment trends, shifting learning modalities). How has square footage per student changed over time and why? What efforts have you made to reassess and further optimize the use of your existing facilities, and what has been the impact of those efforts to date? What do you intend to do in the next six years to increase utilization?

UVA's current E&G capital requests include allocating funding for Furniture, Fixtures, and Equipment (FF&E) for two previously authorized projects, Alderman Library and the Physics Building renovation; funding to address cost overruns for the renovation of Alderman Library; construction of a new Center for the Arts; and construction of a new facility to support the Engineering School

FF&E funding for previously authorized projects

The University requests appropriation of the GF portion for FF&E for two state-funded projects as authorized in the funding reports issued by the Department of General Services (DGS):

1. Alderman Library renewal project will be complete in fall 2023. DGS' funding report dated June 6, 2019, authorized \$10.7M for FF&E for this project.
2. Physics Building renovation project will be complete in summer 2024. DGS's funding report dated June 2, 2022, authorized \$5.2M for FF&E for this project.

Governor's Youngkin's proposed amendments to the 2022-24 biennial budget in December 2022 ([Item C-73](#) of HB1400/SB800) included funding for the FF&E for both projects.

Alderman Library (cost overrun)

The Alderman Library renewal project was authorized in 2019 at a total cost of \$152.6M to be funded by \$132.6M GF and \$20.0M NGF. Due to extraordinary increases in construction prices and unexpected conditions, the current project cost has increased to \$163.9M (\$11.3M increase over the current authority).

Bids received in summer 2021 came in \$10.0M over the projected budget primarily due to then-current market pricing. To address the overage, UVA rebid packages with low response, rescope packages for rebid, identified value management savings, and shifted contingency funds to construction. The remaining overage that could not be addressed by these strategies is \$1.35M.

In addition, rock was encountered at a much higher elevation than anticipated requiring significantly more effort, delaying the completion of the underpinning, and requiring significant redesign. Unfortunately, the record documents from the 1938 building did not reflect actual footing depths, and the 1967 building prevented geotechnical drilling and investigation within its footprint. The new design required that approximately five feet of rock be removed throughout the foundation footprint to ensure that (1) the footings are not founded on weaker soft or weathered rock; (2) the new footings are sound, and slippage is avoided; and (3) sufficient headroom is provided under the existing foundations to allow drilling into sound rock below for the steel dowels that will connect to the new foundations. To maintain the approved project scope and to avoid additional cost due to revising previously approved submittals for concrete, steel, and under slab utilities, UVA did not redesign the project to remove the basement. The underpinning and mass excavation (over 6,000 cubic yards of rock compared to the original expectation of 1,000 cubic yards) resulted in a 9-month schedule delay and an additional \$9.9M.

Since the total cost overage exceeds the 5% threshold, as provided in [§ 2.2-1519 of the Code of Virginia](#), the University cannot use the appeals process to request the full amount of the additional funding authorization needed. In September 2021, the University submitted a request for funding in the 2022-24 biennial budget which the House and Senate included in their respective budgets. The amended 2020-22 budget enacted during the 2022 Special Session I, Chapter 1, included a \$350M capital supplement pool of funds ([Item C-69.60](#)), and the University submitted a request for funding in accordance with the directives from the Department of General Services (DGS). If DGS approves the University's request for additional funding, UVA will not submit this request via the Governor's capital budgeting process.

Center for the Arts

The Center for the Arts will be a hybrid performing arts, museum, and music complex serving student and academic programs and supporting a program of commercial concerts and road shows aimed at a regional audience. It will attract top, revenue-producing entertainment, cultural events, visual exhibitions; and will support curricular and student club productions and community programming.

The new Center for the Arts will affirm the University's commitment to the arts and their central place in UVA's vision for a "Creativity Nexus" that is lively, active, and advances goals

of the University's strategic plan, the [2030 Plan](#), to cultivate a vibrant community and attract and support the best students, faculty, and staff. The Center for the Arts will also support the Commonwealth's [Drive 2.0 Strategic Regional Tourism Plan](#) by creating an arts, music, and culture hub in the heart of central Virginia, a region that is underserved in the availability of the arts.

Preliminary planning envisions three components – performing arts, museums, and the University's music department – in two adjacent buildings totaling approximately 210,000 GSF. The consolidated programming will relocate these three programs from older, outdated buildings into new energy efficient and state-of-the-art facilities. The current estimated project budget of approximately \$315M will be updated when the program and scope are final. The University will seek both philanthropic (\$150M) and state support (\$165M) to fund the new Center for the Arts. A major donor has already given \$50M toward the project.

Engineering Academic Building

Based on the findings and recommendations of several recent space studies, the University of Virginia plans to construct a new academic instructional and laboratory building to address the significant needs of the School of Engineering and Applied Science (Engineering). A new, modern facility will address a significant portion of Engineering's documented space deficit identified in the University's 2015 STEM precinct study and the 2018 Engineering Integrated Space Plan study while also serving important programmatic goals. While still in the very early stages of pre-planning and programming, the University currently envisions an approximately 190,000 GSF facility; the exact scope, schedule, and budget will be better defined as planning and programming continue over the next several months.

Engineering faces an acute space shortage due to rapid growth of faculty, graduate student enrollment, and research programs, as well as increasing demand for technical training in computer and data science methods across the University. Currently, many existing programs are housed in poor-quality or misfit space due to lack of available alternatives.

The 2015 STEM precinct study and the 2018 Engineering Integrated Space Plan (ISP) concluded that Engineering needs an additional 120,000-150,000 ASF of new space. The proposed new facility will substantially meet these identified needs and will focus on high-value features that are not available in current facilities including wet and dry research and instructional laboratories in proximity to computational modeling space, which has become integrated with experimental work in recent years. Anticipated program elements include:

- Computational research and academic program space to support initiatives from computational disciplines, including artificial intelligence, data security, and the Tech Talent Initiative.
- Computer Science and Computer Engineering programs, both of which are in high demand.
- Entrepreneurial programming for students, collaboratively produced with the Darden Graduate School of Business and the McIntire School of Commerce.
- Soft and biological materials research and academic programs which are growing areas of interest given the University's strong cluster of faculty talent, a new Materials Science undergraduate program, and the new bio-bays of the Thornton cleanroom.
- Sustainability and resilience are existing areas of strength in which Engineering has a solid foundation across multiple departments. With excellence in areas as diverse as catalysis, energy production and storage, remote sensing, stormwater remediation,

and systems analysis, there is potential to create a multi-disciplinary hub, similar to the successful [LinkLab](#), a world-class center of excellence in cyber-physical systems.

- Light industrial scale high-bay space will allow for a number of activities that currently do not fit into typical academic buildings at the University.

A new facility will provide not only the needed space to accommodate growth of programs, but also space for future growth and collaboration across multiple departments and schools at UVA. The current estimated project budget of approximately \$225M will be updated when the program and scope are final.

Space Planning/Utilization

UVA utilizes strategic space planning studies to assess and optimize utilization of space, as well as inform future capital projects. Recent examples include:

- [Strategic Framework for Academic Space](#) (2018)
- [Administrative Staff Space Plan](#) (2018)
- [Engineering Integrated Space Plan](#) (2018)
- [Fontaine Master Plan](#) (2018)
- [Heath System Integrated Space Plan](#) (2017)
- [Ivy Corridor Strategic Planning Study](#) (2016) and [Emmet Ivy Task Force Report](#) (2019)
- [Performance Hall Study](#) (2018)
- [STEM Study](#) (2013)
- [Alderman Library Study](#) (2007)

In addition, the University has developed [Space Planning Guidelines](#) as part of the [Facility Design Guidelines](#) to provide consistency in the allocation of space and to ensure efficient use of space across the University. As reflected in [SCHEV's Space Utilization Report](#) (most recent is 2018), UVA meets guidelines for utilization of both classrooms and class labs. With the help of a consultant, the University is currently studying space utilization in three major administrative buildings that house departments utilizing fully remote or hybrid work since the pandemic.

SECTION E: BUDGET REQUESTS

E1. Provide additional information for any budget requests in Part I of your planning template that are not described elsewhere in your narrative.

1. *Institute of Biotechnology (\$111M in FY2025)*

Funding to continue the co-investment to establish [UVA's Institute of Biotechnology](#) to accelerate biotechnology commercialization, genomics and gene therapies, drug delivery technologies and biomanufacturing facilities in the Commonwealth. Funding will be used to recruit high-performing biomedical and bioengineering research scientists to UVA and the Commonwealth and will be contingent upon UVA successfully recruiting 75 additional researchers. The University has secured [\\$100M in private philanthropy](#) in support of the Institute and has committed to invest \$200M in institutional funds to establish the Institute and construct a new state-of-the-art facility to support, accelerate, and promote cutting-edge discoveries and to translate these therapies from laboratories to clinical care.

2. ***Workforce development and internships (\$15.5M in FY2025; \$500,000 in FY2026)***

The University of Virginia requests one-time state support of \$15M, to be matched 1:1 with University funds, to co-invest in the creation of new online, hybrid, and in-person certificate programs, designed to help non-traditional students advance in their careers and to promote workforce development, with a focus on students in the Charlottesville, Southwest Virginia, and Northern Virginia regions. UVA has committed to investing \$15M in workforce development. Together with a matching investment from the Commonwealth, this will enable us to build in-person and hybrid programs in Northern Virginia, the state's most populous region, to offer additional online programs focused on areas of unmet need within the Commonwealth, and to increase the reach of our existing programs. Subsequent to the start-up fund investment these programs are expected to be self-sufficient. UVA also requests ongoing support of \$500,000 per year to build infrastructure to support undergraduate internships and workforce development needs. This infrastructure would supplement UVA's current internship initiatives funded through V-Top and SCHEV.

Student safety and security (\$3.1M in FY2025; \$186,000 in FY2026)

This request includes funding to (1) enhance student safety and support the efforts of UVA's Threat Assessment Team (TAT) and (2) improve student mental health.

3. ***Student safety & TAT:*** Additional funding will support the expansion of UVA's Threat Assessment Team (TAT), specifically recruiting additional FTEs and conducting necessary training across the University, to better manage the increased workload of the TAT. Over the last two years (FY2022 and FY2023), cases have increased by 75% - from 199 in FY2021 to 348 in FY2023. Additional resources may also be needed to implement the forthcoming recommendations of the independent review of the November 13 tragedy at UVA.

4. ***Mental health:*** To help support its growing mental health needs, the University of Virginia requests one-time state support of \$2.9M to improve the mental health services within its Student Health & Wellness Center (SHWC) through building out approximately 6,000 SF of shell space to expand mental health services to the 25,000 undergraduate and graduate students. Counseling and Psychological Services (CAPS) is the primary student mental health clinic at the University; and provides outreach, education, consultation, and crisis management to the broader student community. The number of CAPS visits over the past decade has seen a dramatic increase, rising nearly 300% from the 2012 academic year (7,744) to the 2022 academic year (22,952). Student mental health hospitalizations are increasing nationally and among UVA students. The new space will expand data-driven student case/care management in these areas and allow for earlier and sustained interventions that diminish the need for hospitalization and utilization of overburdened community resources. Specifically, these one-time funds would support the buildout of private telehealth rooms, improvements to space supporting student mental health, and other wellness needs of the student population.

5. ***Strategic Infrastructure for Translation and Commercialization of Scientific Research (\$5.8M in each year)***

The University of Virginia requests \$5.8M in each year, to be matched with University funds, to co-invest in strategic infrastructure for the translation and commercialization of scientific research. This infrastructure will connect the work of UVA's world-class researchers and faculty to practical problems – and solutions. Commercializing these solutions, whether through licensing or new ventures, will be a key spur to the

Commonwealth's economic growth. The funding would support four related items: (1) entrepreneurship; (2) commercialization; (3) translational support for technology and non-life sciences; (4) clinical trials.

6. *Virginia Military Survivors and Dependents Education Program (VMSDEP) (\$6.8M in FY2025; \$8.1M in FY2026)*

UVA requests funding to support the tremendous growth in VMSDEP waivers. Starting in 2019 through 2023, the number of students receiving waivers has increased 456%, from 36 to 200 students. Using a three-year rolling average, we anticipate the number of eligible students and the cost of the VMSDEP waivers to continue to increase. The estimated impact is \$6.8M and \$8.1M in FY2025 and FY2026, respectively.

7. *UVA Health Plan premium increases (\$6M in FY2025; \$7.4M in FY2026)*

The University seeks incremental funding to cover the state's general fund share of the increases in employer premiums for employees participating in the UVA Health Plan. By long-standing agreement with the Commonwealth, UVA established its own health plan that is operated by a third-party administrator, and the state provides a share of funding for health insurance based on the lesser of the UVA premium or the state's CovaCare premium. Historically, the state has chosen to fund the lesser of UVA's share of cost or the state health insurance fund's growth. This methodology incorrectly assumes the actuarial values of the two separate health insurance pools are the same; but they are not. In recent years, the state health insurance fund has been overfunded and saw little to no increases in state contributions. The University's health insurance plan has not been overfunded. The Commonwealth of Virginia provides funding to cover the state share of the increases in employer premiums for state employees at all other institutions of higher education through a central appropriation. Because UVA has its own health plan, it is requesting funding to cover the increase in the state's share of the University-sponsored health care plan which remains below the CovaCare premium. This state support is essential to maintaining the state's commitment to supporting the general fund share of cost for the state employees participating in the University's health plan. The absence of state support puts an increasing burden on tuition to support these cost increases.

8. *Operations and maintenance (O&M) for new facilities (\$825,000 in FY2025; \$1.6M in FY2026)*

The University seeks incremental funding to cover the state's general fund share of increased operations and maintenance (O&M) costs related to new education and general (E&G) capital projects that are scheduled to be fully online in 2024-2026: School of Data Science, Contemplative Commons, new space in the Physics Building, and Shumway Hall.

9. *Utilities (\$477,000 in FY2025; \$500,000 in FY2026)*

The University requests on-going GF support for increased utility costs driven by increases in commodity costs and labor costs. The weighted average increase to utility rates is 3% each year.

10. *State Arboretum at Blandy Farm (\$350,000 in each year)*

The University seeks additional funding to fully support personnel costs at the State Arboretum at Blandy Farm (~\$250K) and additional support for the vibrant preK-12 programs offered by Blandy. Additional funding will be needed annually to cover increased personnel costs (due to salary increases, bonuses, etc.). That amount is not captured in this request.

SECTION F: ECONOMIC DEVELOPMENT ANNUAL REPORT

F1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

Information on UVA's economic development efforts are highlighted at <https://economicdevelopment.virginia.edu/>.

SECTION G: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

G1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

UVA's [Free Speech website](#) provides various resources including our statement on free expression and inquiry, the annual report, information on how to report an incident of disruption of constitutionally protected speech, related policies and links, and FAQs.

SECTION H: NEW SCHOOLS, SITES, AND MERGERS

H1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.

The only planned expansion in new instructional sites is in Northern Virginia where UVA plans to seek approval for additional space adjacent to the INOVA Fairfax Campus.

[OPTIONAL] SECTION I: RESEARCH

I1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?

As included in the response to question A3, one of the key goals of the University's 10-year strategic plan, [The 2030 Plan, A Great and Good University](#), is to enable discoveries that enrich and improve lives. The University is pursuing this goal by (1) focusing on specific thematic research areas through the [Grand Challenges](#) initiative, and (2) strengthening the infrastructure necessary to support the overall research enterprise.

Grand Challenges focuses on five key areas: (1) Democracy, (2) Brain and Neuroscience, (3) Precision Medicine/Health (including Biotechnology), (4) Digital Technology and Society, and (5) Environmental Resilience and Sustainability. The University is investing in these areas by hiring new faculty, developing interdisciplinary post-doctoral programs, and creating research opportunities for faculty to come together across disciplines and schools to address some of society's most urgent questions.

- *Democracy*
 - Building upon UVA's expertise in the study of democracy, public policy, and leadership, the Karsh Institute of Democracy addresses the challenges facing democracy today and creating a future where democracy's aspirations and its reality are unified.
 - The Institute accelerates collaboration among the work of several schools and centers already dedicated to the study of democracy at UVA.
 - Through innovative approaches to research, teaching, programs, and partnerships, the institute actively engages in public conversations and aims to influence the agendas that shape a thriving democratic future.
 - The Karsh Institute will also be the home for a major interdisciplinary initiative focusing on Digital Technology and Democracy, including the ways that digital technology can strengthen, rather than undermine, democracy. Its initial focus will be on generative artificial intelligence (AI), its potential effects on democracy, and how democratic institutions should respond.

- *Brain and Neuroscience*
 - UVA is investing more than \$75 million in an interdisciplinary effort to pioneer life-changing advances in neuroscience while simultaneously mapping the workings of the human brain which will help scientists better understand conditions such as Alzheimer's disease and autism, as well as how the brain functions over a lifespan.
 - UVA will make more than 20 strategic faculty hires to help with the research and initiate the Next Generation Scholars program which will recruit and train 15 outstanding post-doctoral and student researchers.
 - The University is also investing in cores and cutting-edge equipment to support these efforts.

- *Precision Medicine/Health/Biotechnology*
 - In partnership with the Commonwealth, the new Institute of Biotechnology with its translational research focus stands at the forefront of innovative medicine (e.g., cellular and gene therapies) that can revolutionize how diseases are treated and cured – including cancer.
 - UVA will be better positioned to attract and retain top talent and bolster research funding. Ultimately, the Institute is expected to generate an ecosystem of innovation, discovery, manufacturing, and industry with benefits extending far beyond Charlottesville.
 - The Institute will bring in an estimated 100 new top-level faculty researchers to UVA from across multiple disciplines to advance research for the benefit of patients everywhere, and in Virginia, to ensure that no Virginian needs to leave the state for even the most complex care.
 - The Institute is anticipated to generate hundreds of jobs directly and many more indirectly. It is also anticipated to attract pharmaceutical and biotech companies to a major hub for research and manufacturing centered around UVA's new state-of-the-art facility.
 - A new initiative focused on Precision Health for Populations will harness the power of big data and precision medicine to develop research insights that will lead to better outcomes for individuals and healthier communities. This research initiative will initially partner with the University's Comprehensive Cancer Center to focus on the prevention and treatment of cancer in rural Virginia.

- *Digital Technology and Society* – emphasis on Digital Technology and Youth Development including how digital technology can be used to improve young people’s education, health, and civic participation. The initial focus will be on the youth mental health crisis, and how digital technology can and should be part of the solution.
- *Environmental Sustainability and Resilience* – two focus areas: (1) researching and perfecting clean energy, and (2) helping local communities develop solutions to climate-driven challenges.
 - Developing clean energy efforts will be spearheaded by a team of researchers from Engineering and Arts & Sciences seeking to create scalable solutions. An initial focus will be on catalysis – the science necessary for better batteries – with a cluster hire of faculty and innovative equipment, as well as funding for translation and entrepreneurship.
 - Led by the [UVA Environmental Institute](#), the community-based effort will include faculty from schools across the University in a newly formed Climate Collaborative connecting University researchers with policymakers, local officials and business leaders, as well as everyday citizens to develop and deploy local solutions.
 - As part of the overall investment, the University will provide startup funding for up to 14 new faculty members in multiple schools and develop an interdisciplinary post-doctoral program, emphasizing mentoring the next generation of environmental leaders.

Strategic Research Infrastructure Initiative (SRIi)

- Over the past academic year, UVA launched a pan-University initiative to develop a prioritized list of strategic investments in research infrastructure – researchers, staff, equipment, building, and other resources – to support research excellence and maximize the societal and economic impact.
- These investments over the next 5-10 years will be critical to attracting and retaining top talent – both faculty and students – and will also contribute significantly to UVA’s capacity to translate basic research and scientific discoveries into usable technologies and treatments.
- The initiative will also assist in job creation in the local economy as a number of the investments include hiring research-related staff and faculty.

[OPTIONAL] SECTION J: COLLABORATION

J1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

The University collaborates with other institutions of higher education, K-12 education, and state agencies in a variety of ways. Listed below are examples of the University’s key partnerships across the Commonwealth.

K-12 Education

- [UVA Buford Lab School](#) – partnership with the City of Charlottesville and the Department of Education to establish a new lab school to teach computing skills through student-led,

project-based learning [contingent on state funding]. To be successful lab schools need a permanent on-going source of state support.

- [2023 Institutional Challenge Grant](#) – in partnership with Albemarle County, \$650,000 grant awarded by the William T. Grant Foundation to support research and programs to help close the achievement gap for underserved students.

Higher Education

- [Year in Wise Program](#) – transfer agreement between UVA and the College at Wise for students meeting certain criteria.
- [Piedmont Scholars Program](#) – established in 2021 via private gifts to create new opportunities and pathways (via transfer scholarship program) for students at Piedmont Virginia Community College (PVCC) to transfer to UVA.
- Partnership and support of the [Virginia College Advising Corps \(VCAC\)](#) – innovative program established to increase numbers of low-income, first-generation, and underrepresented high school students who enter and complete higher education. Additional financial support would allow expansion of the VCAC to more high schools in Virginia.
- [4-VA](#) – partnership among eight Virginia institutions to leverage strengths of each institution and provide broad range of educational opportunities/offerings (primary research, pilot courses, redesigned courses, shared courses, online programs, STEM education, industry-focused adult degrees, new technologies, interventions, workshops, conferences, and paths to degree completion).
- [Virginia Higher Education Procurement Consortium \(VHEPC\)](#) – leverages collective buying power to create efficiency and value for our member institutions.
- [Commonwealth Center for Advanced Manufacturing \(CCAM\)](#) – collaboration among industry, academia and government partners established to solve advanced manufacturing challenges and grow a qualified manufacturing workforce ecosystem.
- [Commonwealth Center for Advanced Logistics Systems \(CCALS\)](#) – industry-led, university-implemented applied research that accelerates the transition of technologies from fundamental developments through proof of concept and on to commercialization.
- [Hoos Connected](#) – program developed to bring small groups of students together to engage in activities and discussions about what brings us together, what can keep us apart, and what do we have in common beneath the surface. Hoos Connected is being [piloted](#) this semester as The Connect Project at Georgetown University and Virginia Tech.

State Agencies

- [Virginia Economic Development Partnership \(VEDP\)](#) and [GO Virginia](#) – located in GO Virginia's Region 9, UVA partners with institutions of higher education, localities, Thomas Jefferson Planning District Commission, the Central Virginia Partnership for Economic Development, and other local and state entities to strengthen the economy of our region and the Commonwealth by promoting existing businesses and job creation activities, developing talent, and fostering entrepreneurship (e.g., [Tech Talent Retention Initiative](#)).

[OPTIONAL] SECTION K: STATE POLICY

K1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

- Establish loan forgiveness incentive program for students who remain in the Commonwealth post-graduation (to combat issues of outmigration).
- Include the field of Data Science as an eligible degree in the Tech Talent Investment Program (TTIP). Current “eligible” fields include computer science, computer engineering, or related fields, and those that align technology-focused growth opportunities identified by the Virginia Economic Development Partnership (VEDP).
- Amend equipment trust fund (ETF) guidelines to allow funding to be used for cloud-based software as a service (SAAS) solution.
 - Current guidelines prohibit purchase of cloud-based software used to support instruction and research.
 - As tangible hardware and on-premise computing solutions continue to be replaced with SAAS solutions, expanding the ETF guidelines would allow funds to be better utilized and align with the changing technology market, and would provide more progressive and robust computing solutions that support and advance education and research goals of public institutions of higher education in Virginia.
 - The recent adoption of GASB 96 requires these service agreements to be on the balance sheet with a subscription asset and corresponding liability.
 - The UVA team posed the eligibility question to the Treasurer of Virginia, Dave Richardson. He in turn solicited the opinion of the VCBA bond counsel. Their counsel is uncomfortable considering this type of software as qualifying for tax-exempt financing absent guidance from the IRS.
 - The next step could be soliciting an opinion letter from the IRS.
- Provide funding to cover the Commonwealth’s share of annual increases in UVA’s Health Plan premium increases (see explanation for the budget request for premium increases in question E1).
- Provide appropriate percentage of overhead to state agencies that administer state grants and contracts to cover indirect costs associated with performing services on behalf of the Commonwealth.

[OPTIONAL] SECTION L: ADDITIONAL INFORMATION

L1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.

N/A

Appendix A: Licensing and Certification Examinations *[as referenced in question C-4]*

- The School of Architecture tracks outcomes for students in the Master of Urban and Environmental Planning program who take the American Institute of Certified Planners (AICP) exam. From the class of 2019, 24% of the students took the exam in the first year after graduation, with a 100% pass rate. From the class of 2020, one student took the exam and passed it. With respect to threshold of acceptability, the school seeks to maintain a pass rate of 90% or greater.
- The School of Education and Human Development monitors pass rates for several programs and sets the threshold of acceptability at 85%. All programs have consistently met that threshold.
 - As a condition of receiving a Master of Teaching (M.T.) or Bachelor of Science in Education (B.S.Ed.) with eligibility for licensure, candidates must submit passing scores on all licensure exams, including the Virginia Communication and Literacy Assessment (all candidates), Praxis Specialty Test (all candidates except special education), and Reading for Virginia Educators (early childhood, elementary, and special education). Passing scores are approved by the Virginia Board of Education and are posted to the Virginia Department of Education website. The school's pass rate from the last three Title II cycles was 100%, and graduates' exam scores were higher than the state average. Graduates in the Master of Education (M.Ed.) in Administration and Supervision and Master of Education (M.Ed.) in Curriculum and Instruction – Reading Specialist with eligibility for licensure must pass advanced licensure exams in the School Leaders Licensure Assessment (Administration and Supervision) and Reading for Virginia Educators: Reading Specialist (Reading Specialists). Both programs have a 100% pass rate for individuals seeking licensure, with pass rates reported biennially to the Virginia Board of Education.
 - Graduates of the Master of Science (M.S.) in Athletic Training must submit passing scores for the Board of Certification (BOC) for Athletic Trainers exam for licensure. Passing scores are reported annually to the Commission on Accreditation of Athletic Training Education. The three-year pass rate (2019-20, 2020-21, 2021-22) on the BOC exam was 94%.
- The School of Engineering and Applied Science retains data on the pass rates of students taking the Fundamentals of Engineering exam, a necessary step for certification as a professional engineer. During the most recent academic year (July 2021-June 2022), 91% of test takers passed the exam. With respect to the threshold of acceptability, the school seeks to maintain a pass rate of 85% or greater.
- The School of Law annually reports bar examination pass rates for each graduating J.D. class to the American Bar Association (ABA) and publicly posts bar examination data on its website. It reports two bar exam measures: first-time passage and passage within two years of graduation. In 2021, 94.8% of recent graduates who sat for their first bar exam passed, compared to the 79.9% average first-time bar pass rate for those jurisdictions. In 2021, the largest number of graduates sat for the bar in New York and District of Columbia, with respective first-time pass rates of 97.5% and 100%, compared to jurisdiction rates of 86.2% and 80.6%. With respect to threshold of

acceptability, at least 75% of the school's graduates in a calendar year who sat for a bar examination must have passed a bar examination administered within two years of their date of graduation.

- The McIntire School of Commerce monitors the percentage of students passing the Uniform Certified Public Accountant Examination (CPA) exam for those earning the M.S. in Accounting. On the 2019 exam, which is the most recent data available from the National Association of State Boards of Accountancy (NASBA), 84% of UVA graduates passed the exam. With respect to threshold of acceptability, the school seeks to maintain a pass rate of 80% or greater.
- The School of Medicine tracks performance on two United States Medical Licensing Exams (USMLE) that students in the Doctor of Medicine (M.D.) degree program must pass to graduate: USMLE Step 1 and USMLE Step 2. In 2021, the pass rate for first-time test-takers for USMLE Step 1 was 100%. The pass rate for first-time test takers who took the USMLE Step 2 exam from July 2020 to June 2021 was 100%. With respect to threshold of acceptability, the school seeks to maintain a first-attempt pass rate of 90% or greater.
- The School of Nursing monitors pre-licensure pass rates on the National Council Licensure Exam (NCLEX), which Bachelor of Science in Nursing (B.S.N.) and Clinical Nurse Leader (C.N.L., i.e., second-degree master's entry) graduates take as part of the state licensure application. On the 2021 administration, 93.1% of B.S.N. and 97.4% of C.N.L. graduates passed the exam. Recent pass rates are also reported by the state and are publicly available. With respect to threshold of acceptability, the school has two thresholds. The first is set by the Virginia Board of Nursing and the Commission on Collegiate Nursing Education at 80%; the second is benchmarked by the faculty at 95%. The current pass rates for both B.S.N. and C.N.L. students far surpass the state requirements. The B.S.N. rate in 2021 is slightly below the school threshold. The pass rate for B.S.N students was 96.4% in 2019, 95.2% in 2020 and 93.1% in 2021, with a three-year average of 94.9%. The slight dip in 2021 echoes a dip in the national NCLEX pass rates (88.2% in 2019, 86.6% in 2020, 82.5% in 2021). To strengthen students' preparation for the NCLEX, the school implemented additional NCLEX practice in fourth-year B.S.N. coursework and increased opportunities for students to participate in NCLEX practice sessions led by a faculty member outside of class.

Appendix B – Placements [as referenced in question C-4]

- On the UVA Career Center's most recent First Destination Survey (2020-21), 80% of responding graduates indicated that they had been successful in realizing their career goals; 82% indicated their current post-graduation plans align with the professional goals they developed at UVA; and 70% indicated that their post-graduation plans contribute to the common good of the Commonwealth of Virginia and beyond. 89% of responding graduates found their first job while still enrolled at the University, and 70% of the remaining respondents found full-time employment within three months of graduation. 28% of respondents found jobs through UVA's career services.
- For doctoral students, results from a survey of students graduating in the 2021 academic year indicate a range of post-graduation work activities that align with the skills and competencies developed during doctoral training including Research and Development (50.5%), Teaching (24.7%), Professional Services (21.5%), and Management or Administration (3.2%). Moreover, results from four years of surveys of doctoral alumni through the Council of Graduate Schools (CGS) Career Pathways project indicate that three years post-degree, 97% of UVA Ph.D. graduates are employed in a wide range of career sectors including the top five categories of Research University (39%), Business/For Profit Company (17%), Liberal Arts College (10%), College/University System (8%), and US Federal Government (7%).

Examples by schools:

- The School of Architecture solicits job placement information through alumni surveys. Of students who responded to a fall 2022 survey, 78% of undergraduate alumni reported full-time employment, and 22% indicated that they were attending graduate school.
- The Darden School of Business annually reports employment statistics for each graduating class of the Master of Business Administration (M.B.A.) program. As referenced in the *Full-Time M.B.A. Employment Report*, for the Class of 2021, 97% of students received their first job offer within three months of graduating. Students who had secured employment reported an average annual base salary of \$144,933 and an average signing bonus of \$35,488.
- The School of Data Science surveys M.S. in Data Science graduates annually and publishes employment data on its [website](#). For the Class of 2021, 100% of residential program students who responded to the survey (74% response rate) were employed within six months of graduation. The average reported base salary was \$89,000.
- The School of Education and Human Development works with the Virginia Department of Education to track employment outcomes for graduates of the teacher preparation program. For the most recent cohort, the job placement rate for Master of Teaching graduates was over 95% within six months of graduation. The remaining 5% of students were actively seeing employment pathways outside of teaching.
- The School of Engineering and Applied Science tracks job placement data through the First Destination survey. For the undergraduate Class of 2021, 68% of respondents reported "working" as their primary outcome after graduation, and 18% reported "continuing education." 14% reported they were "still looking" for employment or further education at the time of the survey. The median salary for the Class of 2021 was \$80,000.

- The Frank Batten School of Leadership and Public Policy tracks its graduates' employment annually. For the Class of 2021, 95% of M.P.P. graduates and 96% of B.A. graduates had secured a first destination within six months of graduation. The average starting salary for M.P.P. graduates was \$72,585, while the average starting salary for B.A. graduates was \$58,254.
- The School of Law annually reports employment data for each graduating J.D. class to the American Bar Association (ABA) and publicly posts employment data on its [website](#). For the Class of 2021, more than 98% of graduates were employed or pursuing a graduate degree 10 months after graduation.
- The McIntire School of Commerce annually publishes job and graduate school placement for graduates of its undergraduate and graduate programs on its [website](#). Data from the 2021 report show that, within three months of graduation, 89.7% of the Class of 2021 received a job offer, 5.9% planned to pursue graduate study, and 0.6% were not seeking employment. Graduates who had secured employment reported an average annual base salary of \$77,926.
- The School of Medicine annually tracks residency placement of graduates. Among students who entered the residency match and graduated in May 2022, 164 of 165 students (99.4%) matched to a wide range of highly competitive programs. One student did not enter the match and is not pursuing clinical medicine.
- The School of Nursing works with academic program leaders to collect employment data from students in late spring, just prior to graduation. For the Class of 2020, 100% had full-time employment when surveyed one year after graduation. For the Class of 2021, 76% of undergraduate students had secured employment at the time of graduation and 98% had secured employment by one year after completion. One year after graduation, 94% of M.S.N. advanced practice 2020 graduates were employed, and 96% of direct entry M.S.N. graduates had new graduate R.N. positions. In 2021, 92% of advanced practice M.S.N.s and 100% of direct entry M.S.N.s were employed one year after graduating.

Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2024-26 Biennium

University of Virginia

Instructions: Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2024-26 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

	Undergraduate Tuition and Mandatory Fees				
	2023-24 Charge (BOV approved)	2024-25		2025-26	
		Planned Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	\$15,324	\$15,784	3.0%	\$16,257	3.0%
In-State UG Mandatory E&G Fees	\$461	\$475	3.0%	\$489	3.0%
In-State UG Mandatory non-E&G Fees	\$3,023	\$3,113	3.0%	\$3,206	3.0%
In-State UG Total	\$18,808	\$19,372	3.0%	\$19,952	3.0%
Out-of-State UG Tuition	\$52,254	\$53,822	3.0%	\$55,437	3.0%
Out-of-State UG Mandatory E&G Fees	\$1,143	\$1,177	3.0%	\$1,213	3.0%
Out-of-State UG Mandatory non-E&G Fees	\$3,023	\$3,113	3.0%	\$3,206	3.0%
Out-of-State UG Total	\$56,420	\$58,112	3.0%	\$59,856	3.0%

Part 2: Revenue: 2022-23 through 2029-30
University of Virginia

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, provide total collected or projected to collect revenues (after discounts and waivers) by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.
 In line 25, enter E&G GF revenues for the current biennium. The formulas will automatically hold that constant for the remaining years.
 NOTE: In light of ongoing budget negotiations, please complete the template assuming only what has already been signed into law as the baseline 2022-23 and 2023-24 appropriation. In the event that a new budget results in additional funding for institutions in 2023-24, OpSix will provide guidance at that time on whether and how to modify or resubmit plans.

Instructions: Provide a pro forma analysis of total tuition revenue in years 2026-2030 by holding T&F constant at the planned 2025-26 rate while incorporating your institution's submitted enrollment projections for each year through 2030. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

Items	2022-2023 (Actual)			2023-2024 (Estimated)			2024-2025 (Planned)			2025-2026 (Planned)			2026-2027 (Pro Forma)			2027-2028 (Pro Forma)			2028-2029 (Pro Forma)			2029-2030 (Pro Forma)			2022-2030 Chg	CAGR	
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg						
E&G Programs																											
Undergraduate, In-State	\$197,520,859	\$203,337,860	2.9%	\$208,962,708	2.8%	\$214,772,862	2.8%	\$215,352,325	0.3%	\$214,821,881	-0.2%	\$214,290,980	-0.2%	\$213,759,608	-0.2%	\$213,759,608	-0.2%	\$213,759,608	-0.2%	\$213,759,608	-0.2%	\$213,759,608	-0.2%	\$213,759,608	-0.2%	12%	1.1%
Undergraduate, Out-of-State	\$285,282,091	\$301,197,014	5.6%	\$308,996,278	2.6%	\$318,066,719	2.9%	\$312,926,589	-1.6%	\$312,739,560	-0.1%	\$312,552,341	-0.1%	\$312,364,926	-0.1%	\$312,364,926	-0.1%	\$312,364,926	-0.1%	\$312,364,926	-0.1%	\$312,364,926	-0.1%	\$312,364,926	-0.1%	10%	1.3%
Graduate, In-State	\$53,287,150	\$52,504,558	-1.5%	\$51,999,030	-1.0%	\$53,539,056	3.0%	\$54,832,814	2.4%	\$55,415,030	1.1%	\$56,003,918	1.1%	\$56,599,551	1.1%	\$56,599,551	1.1%	\$56,599,551	1.1%	\$56,599,551	1.1%	\$56,599,551	1.1%	\$56,599,551	1.1%	%	0.9%
Graduate, Out-of-State	\$120,497,930	\$135,898,582	12.8%	\$139,017,557	2.3%	\$143,148,195	3.0%	\$146,674,312	2.5%	\$147,827,052	0.8%	\$148,989,575	0.8%	\$150,161,962	0.8%	\$150,161,962	0.8%	\$150,161,962	0.8%	\$150,161,962	0.8%	\$150,161,962	0.8%	\$150,161,962	0.8%	%	3.2%
Law, In-State	\$14,632,245	\$14,353,895	-1.9%	\$14,732,644	2.6%	\$15,124,762	2.7%	\$15,095,384	-0.2%	\$15,065,958	-0.2%	\$15,036,548	-0.2%	\$15,007,153	-0.2%	\$15,007,153	-0.2%	\$15,007,153	-0.2%	\$15,007,153	-0.2%	\$15,007,153	-0.2%	\$15,007,153	-0.2%	%	0.4%
Law, Out-of-State	\$46,774,608	\$50,210,331	7.3%	\$51,592,032	2.8%	\$53,019,527	2.8%	\$53,038,232	0.0%	\$53,001,035	-0.1%	\$52,963,946	-0.1%	\$52,926,962	-0.1%	\$52,926,962	-0.1%	\$52,926,962	-0.1%	\$52,926,962	-0.1%	\$52,926,962	-0.1%	\$52,926,962	-0.1%	%	1.8%
Medicine, In-State	\$14,507,011	\$15,555,365	7.2%	\$15,970,364	2.7%	\$16,399,613	2.7%	\$16,372,875	-0.2%	\$16,346,088	-0.2%	\$16,319,323	-0.2%	\$16,292,579	-0.2%	\$16,292,579	-0.2%	\$16,292,579	-0.2%	\$16,292,579	-0.2%	\$16,292,579	-0.2%	\$16,292,579	-0.2%	%	1.7%
Medicine, Out-of-State	\$22,818,631	\$23,760,980	4.1%	\$24,412,436	2.7%	\$25,085,573	2.8%	\$25,091,605	0.0%	\$25,071,163	-0.1%	\$25,050,771	-0.1%	\$25,030,425	-0.1%	\$25,030,425	-0.1%	\$25,030,425	-0.1%	\$25,030,425	-0.1%	\$25,030,425	-0.1%	\$25,030,425	-0.1%	%	1.3%
Dentistry, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	7%
Dentistry, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	12%
PharmD, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	54%
PharmD, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	12%
Veterinary Medicine, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Veterinary Medicine, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
First Professional, In-State (Total)	\$29,139,256	\$29,909,060	2.6%	\$30,703,008	2.7%	\$31,524,375	2.7%	\$31,468,260	-0.2%	\$31,412,046	-0.2%	\$31,355,871	-0.2%	\$31,299,731	-0.2%	\$31,299,731	-0.2%	\$31,299,731	-0.2%	\$31,299,731	-0.2%	\$31,299,731	-0.2%	\$31,299,731	-0.2%	%	1.0%
First Professional, Out-of-State (Total)	\$69,593,239	\$73,971,311	6.3%	\$76,004,468	2.7%	\$78,105,100	2.8%	\$78,129,837	0.0%	\$78,072,198	-0.1%	\$78,014,716	-0.1%	\$77,957,387	-0.1%	\$77,957,387	-0.1%	\$77,957,387	-0.1%	\$77,957,387	-0.1%	\$77,957,387	-0.1%	\$77,957,387	-0.1%	%	1.6%
Other NGF	\$47,668,703	\$61,624,626	29.3%	\$63,360,065	2.8%	\$65,260,867	3.0%	\$67,218,693	3.0%	\$69,235,254	3.0%	\$71,312,312	3.0%	\$73,451,681	3.0%	\$73,451,681	3.0%	\$73,451,681	3.0%	\$73,451,681	3.0%	\$73,451,681	3.0%	\$73,451,681	3.0%	%	6.4%
Total E&G NGF Revenue	\$802,989,228	\$858,443,012	6.9%	\$879,043,115	2.4%	\$904,417,175	2.9%	\$906,602,830	0.2%	\$909,623,021	0.3%	\$912,519,713	0.3%	\$915,594,846	0.3%	\$915,594,846	0.3%	\$915,594,846	0.3%	\$915,594,846	0.3%	\$915,594,846	0.3%	\$915,594,846	0.3%	%	1.9%
E&G GF Revenue (assume flat after 2024)	\$240,519,953	\$252,690,125	5.1%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	\$252,690,125	0.0%	%	0.7%
Total E&G Revenue	\$1,043,509,181	\$1,111,133,137	6.5%	\$1,131,733,240	1.9%	\$1,157,107,300	2.2%	\$1,159,292,955	0.2%	\$1,162,213,146	0.3%	\$1,165,209,838	0.3%	\$1,168,284,971	0.3%	\$1,168,284,971	0.3%	\$1,168,284,971	0.3%	\$1,168,284,971	0.3%	\$1,168,284,971	0.3%	\$1,168,284,971	0.3%	%	1.6%

Auxiliary Revenue	2022-2023 (Actual)			2023-2024 (Estimated)			2024-2025 (Planned)			2025-2026 (Planned)		
	Total Revenue	Total Revenue	Chg	Total Revenue	Chg	Total Revenue	Chg					
In-State undergraduates	\$29,727,823	\$29,147,482	-2.0%	\$30,021,907	3.0%	\$30,922,564	3.0%					
All Other students	\$37,055,410	\$34,480,640	-6.9%	\$35,515,059	3.0%	\$36,580,511	3.0%					
Total non-E&G fee revenue	\$66,783,234	\$63,628,122	-4.7%	\$65,536,966	3.0%	\$67,503,075	3.0%					
Total Auxiliary Revenue	\$166,911,057	\$147,670,137	-9.9%	\$152,100,241	3.0%	\$156,663,248	3.0%					

Part 3: Financial Aid Plan: 2022-23 through 2029-30
University of Virginia

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

Other Discounts and Waiver means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

*2022-23 (Actual) Please see footnote below									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$197,520,859	\$45,658,894	23.1%	\$45,658,894	\$0	\$2,405,184	\$199,926,043	1.2%	\$0 Compliant
Undergraduate, Out-of-State	\$285,282,091	\$58,375,690	20.5%	\$58,375,690	\$0	\$1,068,971	\$286,351,062	0.4%	
Graduate, In-State	\$53,287,150	\$6,563,159	12.3%	\$6,563,159	\$0	\$106,897	\$53,394,047	0.2%	
Graduate, Out-of-State	\$120,497,930	\$58,155,775	48.3%	\$58,155,775	\$0	\$213,794	\$120,711,724	0.2%	
First Professional, In-State	\$29,139,256	\$1,991,900	6.8%	\$1,991,900	\$0	\$534,485	\$29,673,741	1.8%	
First Professional, Out-of-State	\$69,593,239	\$7,371,705	10.6%	\$7,371,705	\$0	\$1,015,522	\$70,608,761	1.4%	
Total	\$755,320,525	\$178,117,123	23.6%	\$178,117,123	\$0	\$5,344,853	\$760,665,378	0.7%	

2023-24 (Estimated)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$203,337,860	\$50,864,397	25.0%	\$50,864,397	\$0	\$3,027,656	\$206,365,516	1.5%	\$0 Compliant
Undergraduate, Out-of-State	\$301,197,014	\$66,540,778	22.1%	\$66,540,778	\$0	\$1,316,372	\$302,513,886	0.4%	
Graduate, In-State	\$52,504,558	\$6,162,956	11.7%	\$6,162,956	\$0	\$131,637	\$52,636,195	0.3%	
Graduate, Out-of-State	\$135,898,582	\$55,143,374	40.6%	\$55,143,374	\$0	\$263,274	\$136,161,856	0.2%	
First Professional, In-State	\$29,909,060	\$1,505,056	5.0%	\$1,505,056	\$0	\$658,186	\$30,567,246	2.2%	
First Professional, Out-of-State	\$73,971,311	\$6,309,391	8.5%	\$6,309,391	\$0	\$1,184,735	\$75,156,046	1.6%	
Total	\$796,818,386	\$186,525,953	23.4%	\$186,525,953	\$0	\$6,581,861	\$803,400,246	0.8%	

2024-25 (Planned)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$208,962,708	\$54,434,207	26.0%	\$54,434,207	\$0	\$3,593,773	\$212,556,482	1.7%	\$0 Compliant
Undergraduate, Out-of-State	\$308,996,278	\$71,551,151	23.2%	\$71,551,151	\$0	\$1,562,510	\$310,558,788	0.5%	
Graduate, In-State	\$51,999,030	\$6,327,180	12.2%	\$6,327,180	\$0	\$156,251	\$52,155,281	0.3%	
Graduate, Out-of-State	\$139,017,557	\$56,756,346	40.8%	\$56,756,346	\$0	\$312,502	\$139,330,059	0.2%	
First Professional, In-State	\$30,703,008	\$1,446,884	4.7%	\$1,446,884	\$0	\$781,255	\$31,484,263	2.5%	
First Professional, Out-of-State	\$76,004,468	\$8,312,691	8.3%	\$8,312,691	\$0	\$1,408,259	\$77,410,727	1.8%	
Total	\$815,683,050	\$196,828,459	24.1%	\$196,828,459	\$0	\$7,812,551	\$823,495,601	0.9%	

2025-26 (Planned)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$214,772,862	\$56,850,980	26.5%	\$56,850,980	\$0	\$4,160,314	\$218,933,176	1.9%	\$0 Compliant
Undergraduate, Out-of-State	\$318,066,719	\$75,086,765	23.6%	\$75,086,765	\$0	\$1,808,832	\$319,875,552	0.6%	
Graduate, In-State	\$53,539,056	\$6,497,051	12.1%	\$6,497,051	\$0	\$180,883	\$53,719,939	0.3%	
Graduate, Out-of-State	\$143,148,195	\$58,419,147	40.8%	\$58,419,147	\$0	\$361,766	\$143,509,961	0.3%	
First Professional, In-State	\$31,524,375	\$1,390,567	4.4%	\$1,390,567	\$0	\$904,416	\$32,428,791	2.8%	
First Professional, Out-of-State	\$78,105,100	\$6,322,569	8.1%	\$6,322,569	\$0	\$1,627,949	\$79,733,049	2.0%	
Total	\$839,156,307	\$204,567,080	24.4%	\$204,567,080	\$0	\$9,044,162	\$848,200,469	1.1%	

2026-27 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$215,352,325	\$59,358,529	27.6%	\$59,358,529	\$0	\$4,727,292	\$220,079,617	2.1%	\$0 Compliant
Undergraduate, Out-of-State	\$312,926,589	\$73,237,705	23.4%	\$73,237,705	\$0	\$2,055,344	\$314,981,933	0.7%	
Graduate, In-State	\$54,832,814	\$6,556,874	12.0%	\$6,556,874	\$0	\$205,534	\$55,038,349	0.4%	
Graduate, Out-of-State	\$146,674,312	\$59,106,606	40.3%	\$59,106,606	\$0	\$411,069	\$147,085,381	0.3%	
First Professional, In-State	\$31,468,260	\$1,300,996	4.1%	\$1,300,996	\$0	\$1,027,672	\$32,495,932	3.2%	
First Professional, Out-of-State	\$78,129,837	\$6,209,086	7.9%	\$6,209,086	\$0	\$1,849,810	\$79,979,646	2.3%	
Total	\$839,384,137	\$211,269,925	25.2%	\$211,269,925	\$0	\$10,276,721	\$849,660,858	1.2%	

2027-28 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$214,821,881	\$61,959,578	28.8%	\$61,959,578	\$0	\$5,294,718	\$220,116,599	2.4%	\$0 Compliant
Undergraduate, Out-of-State	\$312,739,560	\$82,507,830	26.4%	\$82,507,830	\$0	\$2,302,051	\$315,041,611	0.7%	
Graduate, In-State	\$55,415,030	\$6,614,411	11.9%	\$6,614,411	\$0	\$230,205	\$55,645,235	0.4%	
Graduate, Out-of-State	\$147,827,052	\$59,773,594	40.4%	\$59,773,594	\$0	\$460,410	\$148,287,462	0.3%	
First Professional, In-State	\$31,412,046	\$1,210,882	3.9%	\$1,210,882	\$0	\$1,151,026	\$32,563,072	3.5%	
First Professional, Out-of-State	\$78,072,198	\$6,093,287	7.8%	\$6,093,287	\$0	\$2,071,846	\$80,144,044	2.6%	
Total	\$840,287,767	\$218,159,580	26.0%	\$218,159,580	\$0	\$11,510,257	\$851,798,024	1.4%	

2028-29 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$214,290,980	\$62,915,055	29.4%	\$62,915,055	\$0	\$5,862,607	\$220,153,587	2.7%	
Undergraduate, Out-of-State	\$312,552,341	\$84,173,294	26.9%	\$84,173,294	\$0	\$2,548,960	\$315,101,301	0.8%	
Graduate, In-State	\$56,003,918	\$6,659,378	11.9%	\$6,659,378	\$0	\$254,896	\$56,258,814	0.5%	
Graduate, Out-of-State	\$148,989,575	\$60,328,976	40.5%	\$60,328,976	\$0	\$509,792	\$149,499,367	0.3%	
First Professional, In-State	\$31,355,871	\$1,117,106	3.6%	\$1,117,106	\$0	\$1,274,480	\$32,630,351	3.9%	
First Professional, Out-of-State	\$78,014,716	\$5,963,628	7.6%	\$5,963,628	\$0	\$2,294,064	\$80,308,780	2.9%	
Total	\$841,207,402	\$221,157,437	26.3%	\$221,157,437	\$0	\$12,744,799	\$853,952,200	1.5%	

2029-30 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Implied Discount Rate	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$213,759,608	\$63,760,533	29.8%	\$63,760,533	\$0	\$6,430,973	\$220,190,581	2.9%	
Undergraduate, Out-of-State	\$312,364,926	\$85,697,468	27.4%	\$85,697,468	\$0	\$2,796,075	\$315,161,002	0.9%	
Graduate, In-State	\$56,999,551	\$6,705,057	11.8%	\$6,705,057	\$0	\$279,608	\$57,279,158	0.5%	
Graduate, Out-of-State	\$150,161,962	\$60,890,437	40.5%	\$60,890,437	\$0	\$559,215	\$150,721,177	0.4%	
First Professional, In-State	\$31,299,731	\$1,023,705	3.3%	\$1,023,705	\$0	\$1,398,038	\$32,697,769	4.3%	
First Professional, Out-of-State	\$77,957,387	\$5,835,035	7.5%	\$5,835,035	\$0	\$2,516,468	\$80,473,855	3.1%	
Total	\$842,143,165	\$223,912,235	26.6%	\$223,912,235	\$0	\$13,980,377	\$856,123,542	1.6%	

*Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is 'actual,' the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
University of Virginia

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column O), including a % increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue (and GF when indicated) should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively (i.e. cost increases vs. 2023-24). Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2024-26 in this worksheet other than for salaries, health insurance and VITA charges per the instructions below. A separate worksheet (Part 6) is provided for institutions to request additional GF support for 2024-26. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 are newly added to collect the estimated E&G expenditures of 2022-23 and 2023-24 as baselines for Tab 5 Pro Forma.

For the 2026-28 biennium and 2028-2030 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Funding amounts shall assume an annual 2% salary increase for each year from FY2025 to FY2030 for those employees eligible for the state-supported salary increases in the 2022-2024 biennium. Funding amounts shall also assume an annual 3% health insurance increase and a 5.36% VITA cost increase. Institutions shall calculate the GF portion of these increases in columns H and L using the appropriate fund share, which can be found in Tab 4b. If an institution plans to use its own funds to provide additional salary increases, add lines below the "increased fringe benefits costs" and specify salary amount by employee type and associated fringe benefit costs, but do not put any dollar amount in Columns H and L.

NOTE: In light of ongoing budget negotiations, please complete the template assuming only what has already been signed into law as the baseline 2022-23 and 2023-24 appropriation. In the event that a new budget results in additional funding for institutions in 2023-24, OpSix will provide guidance at that time on whether and how to modify or resubmit plans.

Please estimate total E&G expenditures for 2022-23 and 2023-24

Total Estimated 2022-23 E&G Expenditures	\$1,011,960,548
Total Estimated 2023-24 E&G Expenditures	\$1,113,968,310

2024-2025 (Auto-calculated) Implied GF share	15.33%
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2025-2026 (Auto-calculated) Implied GF share	15.35%
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Short Title	Incremental amounts relative to 2023-24 estimated baseline												Explanation Please be brief; reference specific narrative question for more detail. Explicitly share key assumptions, including any additional salary increases beyond the 2% increase baseline.	
	2024-2025				2025-2026				2026-2027	2027-2028	2028-2029	2029-2030		
	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits only)	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits only)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)		
Salary & benefit increases for existing employees														
Increase T&R Faculty Salaries @ 2%	\$6,836,532	\$0	\$5,285,224	\$1,551,308	\$13,809,795	\$0	\$10,676,152	\$3,133,643	\$20,922,523	\$26,177,506	\$35,577,588	\$43,125,672		
Increase Admin. Faculty Salaries @ 2%	\$793,576	\$0	\$613,502	\$180,074	\$1,603,024	\$0	\$1,239,275	\$363,749	\$2,428,661	\$3,270,810	\$4,129,803	\$5,005,975		
Increase Classified Staff Salaries @ 2%	\$659,273	\$0	\$509,674	\$149,599	\$1,331,731	\$0	\$1,029,542	\$302,189	\$2,017,638	\$2,717,263	\$3,430,881	\$4,158,772		
Increase University Staff Salaries @ 2%	\$8,417,957	\$0	\$6,507,801	\$1,910,156	\$17,004,273	\$0	\$13,145,757	\$3,858,516	\$25,762,315	\$34,695,519	\$43,807,386	\$53,101,491		
Increase GTA Salaries @ 2%	\$286,810	\$0	\$221,729	\$65,081	\$579,356	\$0	\$447,892	\$131,464	\$877,754	\$1,182,119	\$1,492,571	\$1,809,233		
Increase T&R Faculty Salaries @ addl 1%	\$3,418,266	\$0	\$3,418,266	\$0	\$6,870,715	\$0	\$6,870,715	\$0	\$10,357,688	\$13,879,531	\$17,436,592	\$21,029,224	In 2013 BOV approved an aspirational goal to reach a top 20 AAU faculty salary ranking by June 2017. In FY22 UVA ranked 27th. Additional 1.0% merit increase to maintain competitive levels.	
Increase Admin. Faculty Salaries @ add'l 1%	\$396,788	\$0	\$396,788	\$0	\$797,544	\$0	\$797,544	\$0	\$1,202,308	\$1,611,119	\$2,024,018	\$2,441,047	UVA is currently conducting an assessment of salaries and expects to identify issues that need to be addressed which could total an additional 1%.	
Increase University Staff Salaries @ add'l 1%	\$4,208,978	\$0	\$4,208,978	\$0	\$8,460,047	\$0	\$8,460,047	\$0	\$12,753,626	\$17,090,140	\$21,470,020	\$25,893,699	UVA is currently conducting an assessment of staff salaries and expects to identify issues that need to be addressed which could total an additional 1%.	
Increase GTA Salaries @ add'l 1%	\$143,405	\$0	\$143,405	\$0	\$288,244	\$0	\$288,244	\$0	\$434,532	\$582,262	\$731,510	\$882,230	Graduate students play a critical role in instruction; competitive salaries are necessary to attract the best GTAs	
UVA Health Care Plan premium increases	\$19,071,657	\$0	\$19,071,657	\$0	\$23,557,132	\$0	\$23,557,132	\$0	\$28,256,278	\$33,179,273	\$38,336,781	\$43,699,263		
Inflationary non-personnel cost increases														
Contractual services	\$159,489	\$62,042	\$97,447	\$0	\$323,764	\$130,734	\$193,029	\$0	\$492,966	\$667,245	\$846,751	\$1,031,643	Assume 3% annual inflationary increase.	
Non-Personal - Other	\$10,606,019	\$4,125,802	\$6,480,217	\$0	\$21,530,219	\$8,693,805	\$12,836,414	\$0	\$32,782,144	\$44,371,628	\$56,308,796	\$68,604,078	Assume 3% annual inflationary increase.	
ISP/Internal Recoveries	-\$8,550,787	\$0	-\$8,550,787	\$0	-\$17,358,098	\$0	-\$17,358,098	\$0	-\$26,429,627	-\$35,773,303	-\$45,397,289	-\$55,309,995	Expenditure recoveries executed by Internal Service Providers (primarily Information Technology). 3% annual inflationary increase.	
University Recoveries	-\$1,775,351	\$0	-\$1,775,351	\$0	-\$3,603,962	\$0	-\$3,603,962	\$0	-\$5,487,431	-\$7,427,404	-\$9,425,577	-\$11,483,695	Expenditure recoveries executed by Central Service Units (paid primarily by schools). 3% inflationary increase.	
Transfers	-\$4,324,786	\$0	-\$4,324,786	\$0	-\$8,779,315	\$0	-\$8,779,315	\$0	-\$13,367,480	-\$18,093,291	-\$22,960,875	-\$27,974,487	Transfers include operating to non-operating executed to support capital expenditures. 3% inflationary increase.	
Debt Service on Internal Loans	\$762,798	\$0	\$762,798	\$0	\$1,548,480	\$0	\$1,548,480	\$0	\$2,357,732	\$3,191,263	\$4,049,798	\$4,934,090	Assume 3% annual inflationary increase.	
Utility increases	\$1,522,691	\$617,653	\$905,039	\$0	\$3,091,064	\$973,563	\$2,117,501	\$0	\$3,183,796	\$3,279,309	\$3,377,689	\$3,479,019	Assume 3% annual inflationary increase.	

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
University of Virginia

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2025-2026 (Auto-calculated)
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Short Title	Incremental amounts relative to 2023-24 estimated baseline												Explanation Please be brief; reference specific narrative question for more detail. Explicitly share key assumptions, including any additional salary increases beyond the 2% increase baseline.	
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Financial aid expansion														
Add'l In-State Student Financial Aid from Tuition Rev	\$3,675,862	\$0	\$3,675,862		\$6,206,189		\$6,206,189		\$8,683,989	\$11,252,460	\$12,159,129	\$12,956,888		Excludes additional costs of tuition funded waivers such as VMSDEP shown below.
Add'l Out-of-State Student Financial Aid from Tuition Rev	\$6,626,644	\$0	\$6,626,644		\$11,834,938		\$11,834,938		\$16,059,983	\$20,381,167	\$22,472,355	\$24,429,396		
New/expanded academic programs														
Workforce Development and Internships	\$500,000	\$194,503	\$305,497		\$1,000,000	\$396,401	\$603,599		\$1,030,000	\$1,060,900	\$1,092,727	\$1,125,500		Supports Bachelor's Completion & Certificate Programs and Broadening Our Horizons strategies/priorities (narrative question A3)
Other academic & student support strategies & initiatives														
Expand UVA's Threat Assessment Team	\$582,635	\$0	\$582,635		\$594,288	\$0	\$594,288		\$612,116	\$630,480	\$649,394	\$668,876		
Virginia Military Survivors and Dependents Education Program (VMSDEP)	\$6,760,233	\$0	\$6,760,233		\$8,051,772	\$0	\$8,051,772		\$8,293,325	\$8,542,125	\$8,798,388	\$9,062,340		Supports SuccessUVA strategy/priority (narrative question A3)
Strategic Infrastructure for Translation and Commercialization of Scientific Research	\$11,540,000	\$11,540,000	\$0		\$11,540,000	\$11,540,000	\$0		\$11,886,200	\$12,242,786	\$12,610,070	\$12,988,372		Supports Pathways to Research Preeminence strategy/priority (narrative question A3)
Other non-academic strategies & initiatives														
O&M for new facilities coming on line over the six year planning horizon.	\$2,635,474	\$0	\$2,635,474		\$5,178,008	\$0	\$5,178,008		\$6,882,458	\$14,971,507	\$15,420,652	\$15,883,272		FY2024: School of Data Science, Contemplative Commons FY2025: Physics Building FY2026: Shamway Hall (Machine) FY2027: Karsh Institute of Democracy FY2028: Institute of Biotechnology
Total Additional Funding Need	\$74,954,165	\$16,540,000	\$54,557,947	\$3,856,218	\$115,459,207	\$21,734,503	\$85,935,143	\$7,789,561	\$151,993,494	\$195,682,433	\$228,439,168	\$261,541,910		

Must not be greater than incremental
Tuit Rev in Part 2

2024-2025	2025-2026
\$33,957,843	\$39,960,980

If result is < \$0, please provide explanation in these fields.

In absence of additional state funds, additional reallocations and expenditure reductions would be required to address the projected cost increases above the additional revenue projected.

Part 5: Six-year Pro Forma Calculations: 2022-23 through 2029-30
University of Virginia

Instructions: No new data needs to be added on this tab; it is entirely comprised by formulas. The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2022-23 GF/NGF split. At the bottom is a blended scenario calculator that a user can leverage to calculate custom "shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically. This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab. It does account for the salary/health insurance/VITA increases from tab 4, including the corresponding GF increases.

															From FY23-FY30		
Baseline Pro Forma Surplus/Deficit	2022-2023 (Actual)	2023-2024 (Estimated)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
Total E&G GF Revenue (includes tab 4, not tab 6)	240,519,953	252,690,125	5%	256,546,343	2%	260,479,686	2%	262,523,929	1%	265,922,412	1%	269,383,098	1%	272,907,180	1%	13%	2%
Tuition discount rate	0.7%	0.8%	0.117pt	0.9%	0.129pt	1.1%	0.118pt	1.2%	0.143pt	1.4%	0.142pt	1.5%	0.141pt	1.6%	0.141pt	0.93pt	%
Total E&G NGF Revenue	802,989,228	858,443,012	7%	879,043,115	2%	904,417,175	3%	906,602,830	0%	909,523,021	0%	912,519,713	0%	915,594,846	0%	14%	2%
Incremental E&G NGF Revenue vs. prior yr	55,453,784	55,453,784		20,600,104	-63%	25,374,059	23%	2,185,655	-91%	2,920,191	34%	2,996,692	3%	3,075,133	3%	-94%	
Total E&G Revenue	1,043,509,181	1,111,133,137	6%	1,135,589,458	2%	1,164,896,860	3%	1,169,126,759	0%	1,175,445,433	1%	1,181,902,811	1%	1,188,502,026	1%	7%	1%
Implied GF % of E&G	23.0%	22.7%	-0.3pt	22.6%	-0.2pt	22.4%	-0.2pt	22.5%	0.1pt	22.6%	0.2pt	22.8%	0.2pt	23.0%	0.2pt	-0.1pt	%
Total E&G Expenditures	1,011,960,548	1,113,968,310	10%	1,172,382,475	5%	1,207,693,014	3%	1,244,227,302	3%	1,287,916,241	4%	1,320,672,966	3%	1,353,775,717	3%	34%	5%
Incremental E&G Expenditures vs. 2023-24	74,954,165	74,954,165		115,459,207	54%	151,993,494	32%	151,993,494	32%	195,682,433	29%	228,439,158	17%	261,541,910	14%	249%	
Reallocation of existing dollars (flat after 2025-26)				16,540,000		21,734,503	31%	21,734,503		21,734,503		21,734,503		21,734,503			
Pro Forma Surplus/Deficit	31,548,633	(2,835,174)	-109%	(36,793,017)	1198%	(42,796,154)	16%	(75,100,543)	75%	(112,470,808)	50%	(138,770,154)	23%	(165,273,691)	19%	349%	50%
Incremental Surplus/Deficit	31,548,633	(34,383,807)	-209%	(33,957,843)	-1%	(6,003,137)	-82%	(32,304,389)	438%	(37,370,265)	16%	(26,299,346)	-30%	(26,503,537)	1%	-22%	-3%

NOTE: Due to our first fiscal year close in Workday Financials, June pay activity was not disbursed until July 3rd. That activity is approximately \$29 million. In addition, ETF funds were not received until July 1, however we adjusted and included these in our report. If we had treated ETF on a cash basis, these two items would have resulted in a \$16 million shortfall, or a modest \$2 million surplus if looking a pay activity in isolation.

What would a constant GF/NGF ratio at 2022-23 levels imply for T&F and GF increases?																	
	2022-2023 (Actual)	2023-2024 (Estimated)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
GF % of E&G	23.0%	23.0%	0pt	23.0%	0pt	23.0%	0pt	23.0%	0pt	23.0%	0pt	23.0%	0pt	23.0%	0pt	0pt	0pt
Implied incremental T&F increase (%)	-3.0%	3.1%	6.1pt	3.0%	-0.1pt	0.5%	-2.5pt	2.7%	2.2pt	3.2%	0.4pt	2.2%	-0.9pt	2.2%	0pt	5.3pt	0.8pt
Implied incremental GF increase (%)	-3.0%	3.1%	6.2pt	3.1%	-0.1pt	0.5%	-2.5pt	2.8%	2.3pt	3.2%	0.4pt	2.3%	-1pt	2.2%	0pt	5.3pt	0.8pt

Blended Scenario Calculator - Share of Deficit Covered by Each Source (Must add up to 100%)		Expenditure reductions		T&F increases		GF increases		TOTAL	
		0%	<< Input percentages here	0%		0%		0%	
		0%		0%		0%		0%	
		0%		0%		0%		0%	
		0%		0%		0%		0%	

	2022-2023 (Actual)	2023-2024 (Estimated)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
Implied E&G Expenditure Reduction (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	23.0%	22.7%	-0.3pt	22.6%	-0.2pt	22.4%	-0.2pt	22.5%	0.1pt	22.6%	0.2pt	22.8%	0.2pt	23.0%	0.2pt	-0.1pt	0pt

**Part 6: General Fund (GF) Request: 2024-2026 Biennium
University of Virginia**

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2024-26 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

NOTE: In light of ongoing budget negotiations, please complete the template assuming only what has already been signed into law as the baseline 2022-23 and 2023-24 appropriation. In the event that a new budget results in additional funding for institutions in 2023-24, OpSix will provide guidance at that time on whether and how to modify or resubmit plans.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation Please be brief; reference specific narrative question for more detail.
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	Biennium 2024-2026 (7/1/24-6/30/26)				
			2024-2025		2025-2026		
			Total Amount	GF Support	Total Amount	GF Support	
1	Institute of Biotechnology	Research		\$111,000,000		\$0	
2	Workforce Development and Internships	Career Readiness & Placement	\$30,500,000	\$15,500,000	\$500,000	\$500,000	See narrative question E1 for description of request.
3	Expand UVA's Threat Assessment Team (TAT)	General Operations Support	\$582,635	\$182,365	\$594,288	\$186,012	See narrative question E1 for description of request.
4	Expand mental health services	Student Success	\$2,900,000	\$2,900,000	\$0	\$0	See narrative question E1 for description of request.
5	Strategic Infrastructure for Translation and Commercialization of Scientific Research	Research	\$11,540,000	\$5,770,000	\$11,540,000	\$5,770,000	See narrative question E1 for description of request.
6	Virginia Military Survivors and Dependents Education Program (VMSDEP)	Financial Aid	\$6,760,233	\$6,760,233	\$8,051,772	\$8,051,772	See narrative question E1 for description of request.
7	UVA's Health Insurance Plan premium increases	General Operations Support	\$19,071,657	\$5,969,429	\$23,557,132	\$7,373,382	See narrative question E1 for description of request.
8	O&M for New Facilities	General Operations Support	\$2,635,474	\$824,903	\$5,178,008	\$1,620,717	See narrative question E1 for description of request.
9	Utilities cost increases	General Operations Support	\$1,522,691	\$476,602	\$1,568,372	\$490,900	See narrative question E1 for description of request.
10	State Arboretum at Blandly Farm		\$350,000	\$350,000	\$350,000	\$350,000	See narrative question E1 for description of request.
			\$0	\$0	\$0	\$0	
			\$0	\$0	\$0	\$0	
			\$0	\$0	\$0	\$0	
			\$0	\$0	\$0	\$0	
			\$75,862,690	\$149,733,532	\$51,339,572	\$24,342,783	