

## Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2026-28 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 2026-28 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				
	2025-26 Charge (BOV approved)	2026-27		2027-28	
		Planned Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	\$16,258	\$16,746	3.0%	\$17,248	3.0%
In-State UG Mandatory E&G Fees	\$489	\$504	3.0%	\$519	3.0%
In-State UG Mandatory non-E&G Fees	\$3,291	\$3,390	3.0%	\$3,491	3.0%
<b>In-State UG Total</b>	<b>\$20,038</b>	<b>\$20,639</b>	<b>3.0%</b>	<b>\$21,258</b>	<b>3.0%</b>
Out-of-State UG Tuition	\$55,436	\$57,099	3.0%	\$58,812	3.0%
Out-of-State UG Mandatory E&G Fees	\$1,171	\$1,206	3.0%	\$1,242	3.0%
Out-of-State UG Mandatory non-E&G Fees	\$3,291	\$3,390	3.0%	\$3,491	3.0%
<b>Out-of-State UG Total</b>	<b>\$59,898</b>	<b>\$61,695</b>	<b>3.0%</b>	<b>\$63,546</b>	<b>3.0%</b>

Part 2: Revenue: 2024-25 through 2031-32  
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.

In line 25, enter E&G GF revenues for the current bienium, including any funds administratively transferred into your E&G programs during the fiscal year. The GF amount in each year of 2027-2032 should remain the same as the 2025-26 general fund for E&G. The formulas will automatically hold that constant for the remaining years of 2027 to 2032.

Items	2024-2025 (Actual)	2025-2026 (Estimated)		2026-2027 (Planned)		2027-2028 (Planned)		2028-2029 (Pro Forma)		2029-2030 (Pro Forma)		2030-2031 (Pro Forma)		2031-2032 (Pro Forma)		2024-2032 Chg	CAGR
	Total Collected Tuition Revenue	Total Collected Tuition Revenue		Total Projected Tuition Revenue		Total Projected Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue			
E&G Programs																	
Undergraduate, In-State	\$225,695,212	\$231,273,485	2.5%	\$243,686,346	5.4%	\$254,012,476	4.2%	\$254,128,098	0.0%	\$253,842,219	-0.1%	\$253,538,670	-0.1%	\$253,216,567	-0.1%	12%	1.7%
Undergraduate, Out-of-State	\$319,306,956	\$323,150,349	1.2%	\$339,395,051	5.0%	\$353,330,498	4.1%	\$353,791,079	0.1%	\$353,845,386	0.0%	\$353,899,041	0.0%	\$353,952,011	0.0%	11%	1.5%
Graduate, In-State	\$59,171,498	\$62,634,776	5.9%	\$64,954,153	3.7%	\$71,447,517	10.0%	\$71,265,031	-0.3%	\$71,073,420	-0.3%	\$70,872,229	-0.3%	\$70,660,979	-0.3%	19%	2.6%
Graduate, Out-of-State	\$124,563,225	\$140,427,962	12.7%	\$145,980,936	4.0%	\$151,226,286	3.6%	\$151,189,366	0.0%	\$151,150,601	0.0%	\$151,109,897	0.0%	\$151,067,158	0.0%	21%	2.8%
Law, In-State	\$15,717,113	\$14,908,257	-5.1%	\$15,490,600	3.9%	\$15,637,646	0.9%	\$16,013,906	2.4%	\$16,275,192	1.6%	\$16,540,091	1.6%	\$16,808,618	1.6%	7%	1.0%
Law, Out-of-State	\$54,580,880	\$55,939,961	2.5%	\$57,613,216	3.0%	\$59,887,764	3.9%	\$61,129,633	2.1%	\$62,203,150	1.8%	\$63,295,410	1.8%	\$64,406,735	1.8%	18%	2.4%
Medicine, In-State	\$15,597,452	\$16,383,296	5.0%	\$16,869,438	3.0%	\$17,369,897	3.0%	\$17,796,182	2.5%	\$17,780,679	-0.1%	\$18,081,648	1.7%	\$18,387,361	1.7%	18%	2.4%
Medicine, Out-of-State	\$24,611,275	\$24,701,117	0.4%	\$25,440,811	3.0%	\$26,202,629	3.0%	\$26,745,086	2.1%	\$26,741,210	0.0%	\$27,209,651	1.8%	\$27,686,211	1.8%	12%	1.7%
Dentistry, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Dentistry, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
PharmD, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
PharmD, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Veterinary Medicine, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Veterinary Medicine, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
First Professional, In-State (Total)	\$31,314,565	\$31,291,553	-0.1%	\$32,360,038	3.4%	\$33,007,543	2.0%	\$33,810,088	2.4%	\$34,055,872	0.7%	\$34,621,739	1.7%	\$35,195,979	1.7%	12%	1.7%
First Professional, Out-of-State (Total)	\$79,192,155	\$80,641,078	1.8%	\$83,054,027	3.0%	\$86,090,393	3.7%	\$87,874,719	2.1%	\$88,944,360	1.2%	\$90,505,060	1.8%	\$92,092,947	1.8%	16%	2.2%
Other NGF	\$56,158,759	\$60,775,653	8.2%	\$62,028,200	2.1%	\$63,126,814	1.8%	\$63,972,113	1.3%	\$64,996,571	1.6%	\$66,061,457	1.6%	\$67,143,790	1.6%	20%	2.6%
Total E&G NGF Revenue	\$895,402,369	\$930,194,855	3.9%	\$971,458,750	4.4%	\$1,012,241,526	4.2%	\$1,016,030,496	0.4%	\$1,017,908,430	0.2%	\$1,020,608,094	0.3%	\$1,023,329,430	0.3%	14%	1.9%
E&G GF Revenue (assume flat after 2026)	\$215,760,631	\$213,574,640	-1.0%	\$213,574,640	0.0%	\$213,574,640	0.0%	\$213,574,640	0.0%	\$213,574,640	0.0%	\$213,574,640	0.0%	\$213,574,640	0.0%	-1%	-0.1%
Total E&G Revenue	\$1,111,163,000	\$1,143,769,495	2.9%	\$1,185,033,390	3.6%	\$1,225,816,166	3.4%	\$1,229,605,136	0.3%	\$1,231,483,070	0.2%	\$1,234,182,734	0.2%	\$1,236,904,070	0.2%	11%	1.5%

Auxiliary Revenue	2024-2025 (Actual)	2025-2026 (Estimated)		2026-2027 (Planned)		2027-2028 (Planned)	
	Total Revenue	Total Revenue		Total Revenue		Total Revenue	
In-State undergraduates	\$47,396,993	\$42,716,792	-9.9%	\$44,054,326	3.1%	\$45,397,018	3.0%
All Other students	\$35,755,626	\$32,224,949	-9.9%	\$33,233,965	3.1%	\$34,246,873	3.0%
Total non-E&G fee revenue	\$83,152,619	\$74,941,741	-9.9%	\$77,288,292	3.1%	\$79,643,891	3.0%
Total Auxiliary Revenue	\$216,190,874	\$220,222,532	1.9%	\$225,282,652	2.3%	\$239,843,613	6.5%

Part 3: Financial Aid Plan: 2025-26 through 2031-32
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.)

The methodology used for completing this report MUST match the methodology used by the institution's financial aid office for completing the annual financial aid data file and related reports.

"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

\*2024-25 (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)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$225,695,212	\$64,425,316	28.5%	\$64,425,316	\$0	\$5,314,613	\$231,009,825	30.2%	\$0 Compliant
Undergraduate, Out-of-State	\$319,306,956	\$58,339,664	18.3%	\$58,339,664	\$0	\$199,806	\$319,506,762	18.3%	
Graduate, In-State	\$59,171,498	\$6,296,928	10.6%	\$6,296,928	\$0	\$2,878,614	\$62,050,112	14.8%	
Graduate, Out-of-State	\$124,563,225	\$46,931,544	37.7%	\$46,931,544	\$0	\$582,387	\$125,145,612	38.0%	
First Professional, In-State	\$31,314,565	\$2,763,011	8.8%	\$2,763,011	\$0	\$737,487	\$32,052,052	10.9%	
First Professional, Out-of-State	\$79,192,155	\$10,664,906	13.5%	\$10,664,906	\$0	\$77,700	\$79,269,855	13.6%	
Total	\$839,243,611	\$189,421,369	22.6%	\$189,421,369	\$0	\$9,790,607	\$849,034,218	23.5%	

2025-26 (Estimate)

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)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$231,273,485	\$62,823,253	27.2%	\$62,823,253	\$0	\$6,111,805	\$237,385,290	29.0%	\$0 Compliant
Undergraduate, Out-of-State	\$323,150,349	\$60,591,372	18.8%	\$60,591,372	\$0	\$229,777	\$323,380,126	18.8%	
Graduate, In-State	\$62,634,776	\$6,485,836	10.4%	\$6,485,836	\$0	\$3,310,406	\$65,945,182	14.9%	
Graduate, Out-of-State	\$140,427,962	\$48,339,490	34.4%	\$48,339,490	\$0	\$669,745	\$141,097,707	34.7%	
First Professional, In-State	\$31,291,553	\$2,845,901	9.1%	\$2,845,901	\$0	\$848,110	\$32,139,663	11.5%	
First Professional, Out-of-State	\$80,641,078	\$10,984,853	13.6%	\$10,984,853	\$0	\$89,355	\$80,730,433	13.7%	
Total	\$869,419,203	\$192,070,706	22.1%	\$192,070,706	\$0	\$11,259,198	\$880,678,401	23.1%	

## Allocation of Tuition Revenue Used for Student Financial Aid

2026-27 (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)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$243,686,346	\$65,860,406	27.0%	\$65,860,406	\$0	\$6,417,395	\$250,103,741	28.9%	\$0 Compliant
Undergraduate, Out-of-State	\$339,395,051	\$63,520,625	18.7%	\$63,520,625	\$0	\$241,266	\$339,636,317	18.8%	
Graduate, In-State	\$64,954,153	\$6,680,411	10.3%	\$6,680,411	\$0	\$3,475,926	\$68,430,079	14.8%	
Graduate, Out-of-State	\$145,980,936	\$49,789,675	34.1%	\$49,789,675	\$0	\$703,232	\$146,684,168	34.4%	
First Professional, In-State	\$32,360,038	\$2,931,278	9.1%	\$2,931,278	\$0	\$890,516	\$33,250,554	11.5%	
First Professional, Out-of-State	\$83,054,027	\$11,314,399	13.6%	\$11,314,399	\$0	\$93,823	\$83,147,849	13.7%	
Total	\$909,430,551	\$200,096,794	22.0%	\$200,096,794	\$0	\$11,822,158	\$921,252,708	23.0%	

2027-28 (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)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$254,012,476	\$69,366,322	27.3%	\$69,366,322	\$0	\$6,738,265	\$260,750,741	29.2%	\$0 Compliant
Undergraduate, Out-of-State	\$353,330,498	\$66,901,989	18.9%	\$66,901,989	\$0	\$253,329	\$353,583,827	19.0%	
Graduate, In-State	\$71,447,517	\$6,880,824	9.6%	\$6,880,824	\$0	\$3,649,723	\$75,097,240	14.0%	
Graduate, Out-of-State	\$151,226,286	\$51,283,365	33.9%	\$51,283,365	\$0	\$738,394	\$151,964,680	34.2%	
First Professional, In-State	\$33,007,543	\$3,019,216	9.1%	\$3,019,216	\$0	\$935,041	\$33,942,584	11.6%	
First Professional, Out-of-State	\$86,090,393	\$11,653,831	13.5%	\$11,653,831	\$0	\$98,514	\$86,188,907	13.6%	
Total	\$949,114,713	\$209,105,547	22.0%	\$209,105,547	\$0	\$12,413,266	\$961,527,979	23.0%	

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)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$254,128,098	\$69,486,708	27.3%	\$69,486,708	\$0	\$7,075,178	\$261,203,276	29.3%	\$0 Compliant
Undergraduate, Out-of-State	\$353,791,079	\$66,991,533	18.9%	\$66,991,533	\$0	\$265,995	\$354,057,075	19.0%	
Graduate, In-State	\$71,265,031	\$6,880,824	9.7%	\$6,880,824	\$0	\$3,832,209	\$75,097,240	14.3%	
Graduate, Out-of-State	\$151,189,366	\$51,283,365	33.9%	\$51,283,365	\$0	\$775,314	\$151,964,680	34.3%	
First Professional, In-State	\$33,810,088	\$3,094,598	9.2%	\$3,094,598	\$0	\$981,793	\$34,791,882	11.7%	
First Professional, Out-of-State	\$87,874,719	\$11,896,052	13.5%	\$11,896,052	\$0	\$103,440	\$87,978,159	13.6%	
Total	\$952,058,382	\$209,633,079	22.0%	\$209,633,079	\$0	\$13,033,929	\$965,092,311	23.1%	

## Allocation of Tuition Revenue Used for Student Financial Aid

2029-30 (Pro Forma)								Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
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)		
Undergraduate, In-State	\$253,842,219	\$69,504,766	27.4%	\$69,504,766	\$0	\$7,428,937	\$261,271,157	29.4%	\$0 <b>Compliant</b>
Undergraduate, Out-of-State	\$353,845,386	\$67,004,325	18.9%	\$67,004,325	\$0	\$279,295	\$354,124,682	19.0%	
Graduate, In-State	\$71,073,420	\$6,880,824	9.7%	\$6,880,824	\$0	\$4,023,819	\$75,097,240	14.5%	
Graduate, Out-of-State	\$151,150,601	\$51,283,365	33.9%	\$51,283,365	\$0	\$814,079	\$151,964,680	34.3%	
First Professional, In-State	\$34,055,872	\$3,148,819	9.2%	\$3,148,819	\$0	\$1,030,883	\$35,086,755	11.9%	
First Professional, Out-of-State	\$88,944,360	\$12,105,614	13.6%	\$12,105,614	\$0	\$108,612	\$89,052,972	13.7%	
Total	\$952,911,858	\$209,927,712	22.0%	\$209,927,712	\$0	\$13,685,626	\$966,597,484	23.1%	

2030-31 (Pro Forma)								Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
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)		
Undergraduate, In-State	\$253,538,670	\$69,522,828	27.4%	\$69,522,828	\$0	\$7,800,384	\$261,339,054	29.6%	\$0 <b>Compliant</b>
Undergraduate, Out-of-State	\$353,899,041	\$67,017,119	18.9%	\$67,017,119	\$0	\$293,260	\$354,192,301	19.0%	
Graduate, In-State	\$70,872,229	\$6,880,824	9.7%	\$6,880,824	\$0	\$4,225,010	\$75,097,240	14.8%	
Graduate, Out-of-State	\$151,109,897	\$51,283,365	33.9%	\$51,283,365	\$0	\$854,783	\$151,964,680	34.3%	
First Professional, In-State	\$34,621,739	\$3,203,991	9.3%	\$3,203,991	\$0	\$1,082,427	\$35,704,166	12.0%	
First Professional, Out-of-State	\$90,505,060	\$12,318,868	13.6%	\$12,318,868	\$0	\$114,042	\$90,619,103	13.7%	
Total	\$954,546,637	\$210,226,995	22.0%	\$210,226,995	\$0	\$14,369,907	\$968,916,544	23.2%	

2031-32 (Pro Forma)								Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
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)		
Undergraduate, In-State	\$253,216,567	\$69,540,895	27.5%	\$69,540,895	\$0	\$8,190,403	\$261,406,970	29.7%	\$0 <b>Compliant</b>
Undergraduate, Out-of-State	\$353,952,011	\$67,029,916	18.9%	\$67,029,916	\$0	\$307,923	\$354,259,934	19.0%	
Graduate, In-State	\$70,660,979	\$6,880,824	9.7%	\$6,880,824	\$0	\$4,436,261	\$75,097,240	15.1%	
Graduate, Out-of-State	\$151,067,158	\$51,283,365	33.9%	\$51,283,365	\$0	\$897,522	\$151,964,680	34.3%	
First Professional, In-State	\$35,195,979	\$3,260,129	9.3%	\$3,260,129	\$0	\$1,136,549	\$36,332,527	12.1%	
First Professional, Out-of-State	\$92,092,947	\$12,535,878	13.6%	\$12,535,878	\$0	\$119,744	\$92,212,691	13.7%	
Total	\$956,185,640	\$210,531,008	22.0%	\$210,531,008	\$0	\$15,088,402	\$971,274,042	23.2%	

\* 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: 2026-27 through 2031-33  
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 Q), including a 2% salary increase and 1% health insurance premium 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 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, not an annual increase. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2026-28 in this tab aside from the instructed assumptions for salary and health insurance premium increases. A separate tab (Tab 6) is provided for institutions to request additional GF support for 2026-28. 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 collect the estimated E&G expenditures of 2024-25 and 2025-26 as baselines for Tab 5 Pro Forma.

For the 2028-30 bienium and 2030-2032 bienium, 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 FY2027 to FY2032 for those employees eligible for the state-supported salary increases in the 2024-2026 biennium. In columns H and L, institutions should use the estimated GF share of these increases provided in the salary and health insurance calculator file. If an institution plans to use its own funds to provide additional salary increases, add lines below the "increased sstate health insurnace cost" and specify salary amount by employee type and associated fringe benefit costs, but do not put any dollar amount in Columns H and L.

Please estimate total E&G expenditures for 2024-25 and 2025-26

Total Estimated 2024-25 E&G Expenditures	\$1,116,667,325
Total Estimated 2025-26 E&G Expenditures	\$1,149,764,053

2026-2027 (Auto-calculated)
Implied GF share
13.17%

2027-2028 (Auto-calculated)
Implied GF share
14.35%

Incremental amounts relative to 2025-26 estimated baseline

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation Please be brief; reference specific narrative question for more detail.
Short Title	Virginia Strategic Plan Goal(s)	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														
2% annual state salary increase cost		\$33,905,360	\$286,622	\$29,152,104	\$4,466,634	\$62,859,855	\$537,174	\$53,300,083	\$9,022,598	\$59,530,408	\$75,772,153	\$93,105,274	\$110,958,388	
1% annual state health insurance increase cost		\$1,979,188	\$395,838	\$1,583,351	\$0	\$3,656,760	\$0	\$3,656,760	\$0	\$4,284,500	\$4,469,577	\$5,191,576	\$6,154,457	
Additional 1% T&R Faculty Salaries and Fringe		\$7,623,531	\$2,220,304	\$5,403,228	\$0	\$11,608,365	\$0	\$11,608,365	\$0	\$9,555,708	\$11,514,251	\$13,858,390	\$16,944,155	
Additional 1% Admin. Faculty Salaries and Fringe		\$850,039	\$170,008	\$680,031	\$0	\$1,162,236	\$0	\$1,162,236	\$0	\$1,927,714	\$2,230,066	\$2,334,797	\$2,751,670	
Additional 1% University Staff Salaries and Fringe		\$9,733,295	\$3,946,659	\$5,786,636	\$0	\$20,214,888	\$0	\$20,214,888	\$0	\$20,259,834	\$24,718,832	\$29,602,959	\$34,633,609	
Additional 1% Wage Salaries and Fringe		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$128,720	\$556,546	\$997,207	
Additional 1% GRA Salaries and Fringe		\$55,859	\$11,172	\$44,687	\$0	\$0	\$0	\$0	\$0	\$436,897	\$467,366	\$500,799	\$535,234	
Additional 1% GTA Salaries and Fringe		\$404,491	\$80,898	\$323,593	\$0	\$564,668	\$0	\$564,668	\$0	\$725,993	\$885,741	\$1,050,562	\$1,220,328	
Additional 1% Other Personnel Expenses Salaries and Fringe		\$419,836	\$83,967	\$335,869	\$0	\$923,378	\$0	\$923,378	\$0	\$969,937	\$1,021,220	\$1,244,372	\$1,474,218	
Inflationary non-personnel cost increases														
Contractual services		\$38,778	\$0	\$38,778	\$0	\$70,937	\$0	\$70,937	\$0	-\$279,948	\$74,484	\$78,208	\$82,118	
Utilities		\$3,291,889	\$0	\$3,291,889	\$0	\$6,636,472	\$0	\$6,636,472	\$0	\$8,265,962	\$14,350,841	\$18,951,512	\$22,979,496	
Non-Personal Other		-\$6,273,784	\$0	-\$6,273,784	\$0	\$3,922,340	\$0	\$3,922,340	\$0	\$6,425,180	\$12,932,557	\$22,537,133	\$31,774,636	
Graduate-Financial Aid		\$1,947,045	\$0	\$1,947,045	\$0	\$4,869,505	\$0	\$4,869,505	\$0	\$6,944,004	\$8,465,374	\$10,034,940	\$11,651,593	
Graduate-Health Insurance		\$58,002	\$0	\$58,002	\$0	\$102,507	\$0	\$102,507	\$0	\$150,981	\$201,030	\$252,428	\$305,368	
Graduate-Stipends		\$2,432,738	\$0	\$2,432,738	\$0	\$4,066,114	\$0	\$4,066,114	\$0	\$5,400,678	\$6,808,008	\$8,312,221	\$9,861,560	
Graduate-Tuition Remission		-\$189,877	\$0	-\$189,877	\$0	-\$431,374	\$0	-\$431,374	\$0	-\$444,316	-\$457,645	-\$471,375	-\$485,516	
Facilities Services		-\$128,000	\$0	-\$128,000	\$0	-\$264,000	\$0	-\$264,000	\$0	-\$273,240	-\$282,803	-\$292,702	-\$302,897	
University Tax		\$42,263	\$0	\$42,263	\$0	\$84,258	\$0	\$84,258	\$0	\$114,137	\$117,561	\$121,088	\$124,721	
ISP/Internal Recovery		-\$11,141,231	\$0	-\$11,141,231	\$0	-\$16,506,668	\$0	-\$16,506,668	\$0	-\$17,001,868	-\$17,171,887	-\$17,687,044	-\$18,217,655	
G&A Recovery		-\$149,515	\$0	-\$149,515	\$0	-\$493,530	\$0	-\$493,530	\$0	-\$723,385	-\$745,087	-\$767,439	-\$790,463	

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation Please be brief; reference specific narrative question for more detail.
Short Title	Virginia Strategic Plan Goal(s)	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)	
Financial aid expansion														
Add'l In-State Student Financial Aid from Tuition Rev		\$3,317,105	\$0	\$3,317,105	\$0	\$7,111,371	\$0	\$7,111,371	\$0	\$7,307,139	\$7,526,353	\$7,599,587	\$7,673,792	
Add'l Out-of-State Student Financial Aid from Tuition Rev		\$4,708,984	\$0	\$4,708,984	\$0	\$9,923,470	\$0	\$9,923,470	\$0	\$10,255,235	\$10,562,892	\$10,788,940	\$11,018,747	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Short Title		Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Explanation Please be brief; reference specific narrative question for more detail.
New/expanded academic programs														
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other academic & student support strategies & initiatives														
Increase for O&M for New Facilities		\$3,857,585	\$3,857,585	\$0	\$0	\$7,960,853	\$0	\$7,960,853	\$0	\$8,040,461	\$8,683,698	\$8,944,209	\$9,301,977	Fontaine Central Energy Plant; Karsh Institute of Democracy; and Manning Institute of Biotechnology
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other non-academic strategies & initiatives														
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Additional Funding Need		\$56,783,581	\$11,053,052	\$41,263,895	\$4,466,634	\$128,042,405	\$537,174	\$118,482,633	\$9,022,598	\$131,872,009	\$172,273,301	\$215,846,980	\$260,646,746	

Auto Check Match=0 (Must not be greater than incremental Tuit Rev in Part 2). If not match, please provide explanations	
2026-2027	2027-2028
\$0	-\$36,435,962
	For FY28, UVA is required to fund one additional pay period for a total of 27 bi-weekly pay periods rather than the standard 26 annually). This one-time cost exceeds expected tuition revenues in FY28, but is supported by the anticipated 3.0% tuition increase for FY2029.

Part 5: Six-year Pro Forma Calculations: 2024-25 through 2031-32  
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 2024-25 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.

From FY25-FY32																	
Baseline Pro Forma Surplus/Deficit	2024-2025 (Actual)	2025-2026 (Est.)	Chg	2026-2027 (Est.)	Chg	2027-2028 (Plan)	Chg	2028-2029	Chg	2029-2030	Chg	2030-2031	Chg	2031-2032	Chg	Total Chg	Avg Annual Chg
Total E&G GF Revenue from Tab2, flat after 2027-28	215,760,631	213,574,640	-1%	218,041,274	2%	222,597,238	2%	222,734,322	0%	225,092,148	1%	227,683,692	1%	230,384,448	1%	7%	1%
Tuition discount rate	23.5%	23.1%	-0.4%	23.0%	-0.1%	23.0%	0.0%	23.1%	0.0%	23.1%	0.1%	23.2%	0.0%	23.2%	0.0%	1%	0%
Total E&G NGF Revenue	895,402,369	930,194,855	4%	971,458,750	4%	1,012,241,526	4%	1,016,030,496	0%	1,017,908,430	0%	1,020,608,094	0%	1,023,329,430	0%	14%	2%
Incremental E&G NGF Revenue vs. prior yr		34,792,486	%	41,263,895	19%	40,782,776	-1%	3,788,969	-91%	1,877,934	-50%	2,699,665	44%	2,721,335	1%	-92%	-13%
Total E&G Revenue	1,111,163,000	1,143,769,495	3%	1,189,500,024	4%	1,234,838,764	4%	1,238,764,817	0%	1,243,000,577	0%	1,248,291,786	0%	1,253,713,878	0%	10%	1%
Implied GF % of E&G	19.4%	18.7%	-0.7%	18.3%	-0.3%	18.0%	-0.3%	18.0%	0.0%	18.1%	0.1%	18.2%	0.1%	18.4%	0.1%	-2%	0%
Total E&G Expenditures	1,116,667,325	1,149,764,053	3%	1,195,494,581	4%	1,277,269,283	7%	1,281,098,888	0%	1,321,500,180	3%	1,365,073,858	3%	1,409,873,625	3%	26%	4%
Incremental E&G Expenditures vs. 2025-26				56,783,581		128,042,405	125%	131,872,009	3%	172,273,301	31%	215,846,980	25%	260,646,746	21%	359%	51%
Reallocation of existing dollars (flat after 2027-28)				11,053,052		537,174	-95%	537,174		537,174		537,174		537,174	0%	-95%	-14%
Pro Forma Surplus/Deficit	(5,504,324)	(5,994,557)	9%	(5,994,557)	0%	(42,430,519)	608%	(42,334,070)	0%	(78,499,603)	85%	(116,782,072)	49%	(156,159,747)	34%	2505%	358%
Incremental Surplus/Deficit	(5,504,324)	(490,233)	-91%	0	-100%	(36,435,962)	#####	96,449	-100%	(36,165,532)	-37597%	(38,282,470)	6%	(39,377,674)	3%	-9291235931%	-1327319419%

What would a constant GF/NGF ratio at 2025-26 levels imply for T&F and GF increases?																	
	2024-2025 (Actual)	2025-2026 (Est.)	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	2030-2031	Chg	2031-2032	Chg	Total Chg	Avg Annual Chg
GF % of E&G	19.4%	19.4%	0%	19.4%	0%	19.4%	0%	19.4%	0.0%	19.4%	0.0%	19.4%	0.0%	19.4%	0.0%	0%	0%
Implied incremental T&F increase (%)	0.5%	0.0%	-91%	0.0%	-100%	2.9%	#####	2.9%	0.0%	2.9%	0.0%	3.0%	0.2%	3.1%	0.1%	7201%	1029%
Implied incremental GF Increase (%)	0.5%	0.0%	-91.0%	0.0%	-100.0%	3.2%	#####	0.0%	-3.2%	3.1%	3.1%	3.3%	0.1%	3.3%	0.1%	7346.4%	1049%

Blended Scenario Calculator - Share of Deficit Covered by Each Source (Must add up to 100%)	Expenditure reductions	0%	<< Input percentages here														
	T&F increases	0%															
	GF increases	0%															
	TOTAL	0%															
	2024-2025 (Actual)	2025-2026 (Est.)	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	2030-2031	Chg	2031-2032	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	19.4%	18.7%	-3.8%	18.3%	-1.8%	18.0%	-1.7%	18.0%	-0.3%	18.1%	0.7%	18.2%	0.7%	18.4%	0.7%	-1.6%	0%

Part 6: General Fund (GF) Requests in 2026-2028 Biennium  
University of Virginia

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2026-28 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: If your insitution thinks you cannot afford the nongeneral fund share of a statewide 2% annual salary increase, you can submit a request for GF support with explanations and assumptions in this tab.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation  Please be brief; reference specific narrative question for more detail.
			Biennium 2026-2028 (7/1/26-6/30/28)				
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)					
			2026-2027		2027-2028		
			Total Amount	GF Support	Total Amount	GF Support	
1	Fund Virginia Military Survivors and Dependents Education Program (VMSDEP) Waivers	Financial Aid	\$7,169,343	\$7,169,343	\$8,942,455	\$8,942,455	Requests increased state support for the significant growth in state mandated VMSDEP tuition waivers at UVA. Additional details are included within UVA's submitted narrative document.
2	Fund Affordable Access Support	General Operations Support	\$5,976,700	\$5,976,700	\$5,976,700	\$5,976,700	Requests continuation of one-time state funding provided in FY25 for use in the 2025-26 academic year to limit tuition and fee increases for in-state undergraduate students. Because this funding was one-time in nature, UVA requests that this funding be continued as part of its base funding in the 2026-2028 biennium budget. Additional details are included within UVA's submitted narrative document.
3	Fund In-state Undergraduate Financial Aid	Financial Aid	\$312,000	\$312,000	\$312,000	\$312,000	Requests continuation of one-time state funding provided in FY25 for use in the 2025-26 academic year for in-state need-based undergraduate financial aid. Because this funding was one-time in nature, UVA requests that this funding be continued as part of its base funding in the 2026-2028 biennium budget. Additional details are included within UVA's submitted narrative document.
4	Fund General Fund Share of UVA Health Insurance Plan	General Operations Support	\$22,220,249	\$6,866,057	\$33,845,644	\$10,458,304	Requests incremental funding to cover the general fund share of increases in employer premiums for E&G employees participating in the UVA Health Plan. Additional details are included within UVA's submitted narrative document.
5	Fund General Fund Share of Utilities	General Operations Support	\$1,945,770	\$601,243	\$3,198,200	\$988,244	Requests on-going general fund share for increased base utility costs driven by escalations in utility rates in FY27 and FY28, including base utility costs for three E&G facilities coming onilne in FY27 and FY28. Additional details are included within UVA's submitted narrative document.
6	Fund General Fund Share of Operations and Maintenance (O&M)	General Operations Support	\$3,857,585	\$1,191,994	\$7,960,853	\$2,459,903	Requests ongoing general fund share for increased operations and maintenance (O&M) base costs, including base O&M costs for three E&G facilities coming online in FY27 and FY28. Additional details are included within UVA's submitted narrative document.
7	Fund Operating Support for State Arboretum at Blandy Farm	Partnerships	\$407,000	\$407,000	\$407,000	\$407,000	Requests operating support for staffing and programs for this 172-acre site in Clarke Co. that serves over 200,000 public, professional, and PreK-12 visitors annually with an emphasis on STEM and environmental education. Additional details are included within UVA's submitted narrative document.
8	Fund Degree/Certificate Programs and Internships Supporting Workforce Development	Career Readiness & Placement	\$15,500,000	\$15,500,000	\$500,000	\$500,000	Requests state support to create new and expand online, hybrid, and in-person degree and certificate programs designed to help non-traditional students advance in their careers and to promote workforce development in high-demand fields, with a focus on the Charlottesville, Southwest Virginia, and No. Va. regions. One-time matching institutional funds are anticipated to be available. Additional details are included within UVA's submitted narrative document.
9	Fund Strategic Infrastructure for Translation and Commercialization of Scientific Research	Economic Development	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	In Fall 2023, UVA launched an initiative (UVA Innovates) to connect and build the entrepreneurial ecosystem across the university and region as an infrastructure for the translation and commercialization of university research. State support is requested for on-going funding to support key components supporting the initiative. Matching institutional funds are anticipated to be available. Additional details are included within UVA's submitted narrative document.
10	Fund Planning Phase for Commonwealth Artificial Intelligence Institute (CAII)	Research	\$500,000	\$500,000			Requests one-time planning funding for the creation of the Commonwealth AI Institute (CAII) to develop a coordinated statewide ecosystem in Artificial Intelligence (AI), in collaboration with other Virginia universities and public-private stakeholders. Additional details are included within UVA's submitted narrative document.
			\$62,888,647	\$43,524,337	\$66,142,852	\$35,044,606	

Part 7: E&G Capital Requests in 2026-2028 Biennium
University of Virginia

Instructions: Indicate E&G capital projects for which you anticipate making a request for state general fund in the 2026-28 biennium to complete a project. Projects should include planning costs and then funding for construction. Describe in the Notes column the justification, alternatives explored, and how the projects align with enrollment growth and facility condition index. If the project has other fund sources, please indicate source.

E&G Capital Projects Requests Biennium 2026-2028 (7/1/26-6/30/28)										
Priority Ranking	Capital Project / Building	Category (Select best option from dropdown menu)	Facility Condition Index (for renovation projects only) if available	2026-2027			2027-2028			Notes/Explanation Please be brief; reference specific justification, alternatives and additional fund sources.
				Total Amount	NGF Support	GF Support	Total Amount	NGF Support	GF Support	
1	Construct Center for the Arts	New Construction		\$314,918,398	\$110,000,000	\$204,918,398	\$0	\$0	\$0	Restores project construction funding in FY27 that was removed in the Chp. 725 budget for FY25. NGF planning funds were previously authorized in the 24-26 budget. NGF support will be provided from philanthropic funding. This project supports the Open Grounds at Emmet-Ivy initiative from UVA's 2030 Plan. Additional details are included within UVA's submitted narrative document.
2	Restore Maintenance Reserve Funding	Maintenance Reserve		\$4,456,212	\$0	\$4,456,212	\$4,456,212	\$0	\$4,456,212	Restores UVA's base MR allocation for FY27 and FY28 at the FY25 level of \$19.3M; the base FY26 allocation was reduced by \$4.5M in Item C-46 A. of the Chapter 725 budget.
3	Authorize and Fund Planning for New Engineering Academic Building	New Construction		\$5,000,000	\$0	\$5,000,000	\$0	\$0	\$0	Requests planning authorization and \$5 million GF in FY27 for Detailed Planning Phase costs to move this project towards construction stage. This project aligns to strategic goals and key initiatives from UVA's 2030 Plan. Additional details are included within UVA's submitted narrative document.
					\$110,000,000	\$214,374,610	\$4,456,212	\$0	\$4,456,212	

**Part 8: Degree/Certificate Programs in 2026-2028 Biennium**  
**University of Virginia**

Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will **require** all new degree programs for the upcoming biennium to be included in the Six-Year Plan table below.

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	Program Name	Establish/Grow/Close	CIP Code	Anticipated Start/End Date	Explanation (please describe projected costs/savings from program establishment, growth, or closure)
BPS	Health Sciences Management	Close	51.0701	Fall 2026	Projected savings: \$0. Faculty and courses will remain under <i>Bachelor of Interdisciplinary Studies</i> .
EdD	Counselor Education	Close	13.1101	Fall 2026	Projected savings: \$0. This program has been dormant since 2011.
Graduate Certificate	Applied Behavior Analysis	Close	42.2814	Spring 2027	Projected savings: \$0. Faculty and courses will remain under <i>MEd in Special Education</i> .
Graduate Certificate	Implementation Science	Establish	51.2299	Fall 2026	Projected costs: \$150,000.
BS	Environmental Engineering	Establish	14.1401	Fall 2026	No projected costs: Expansion of existing sub-area.
MDS	Data Science	Establish	30.7099	Fall 2026	No projected costs: Leverages existing faculty and courses.
MCM	Change Management	Establish	52.1003	Fall 2026	Projected marginal costs are about \$250,000 per year. This includes only one additional full-time faculty member, course development, and marketing/communications. The program will also leverage existing staff, faculty, and certificate courses.
MS	Data Analysis & Policy	Establish	30.7101	Fall 2026	The Batten School projects initial costing for the MS-DAP program to be approximately \$1.5 million. Costs are comprised of faculty and staff effort, curriculum development, marketing, and one-time information technology OTPS expenses.
MS	Public Leadership	Establish	44.0401	Fall 2027	Cost TBD: The Batten School projects some cost efficiencies in scaling the second master's, MS-PL. Costs are comprised of faculty and staff effort, curriculum development, and marketing.
PhD	Kinesiology	Establish	26.0908	Fall 2026	No projected costs: Expansion of existing sub-area.
ABSN/BSN	Accelerated Bachelors of Science Degree in Nursing (ABSN)/BSN Transfer Students	Grow (it's anticipated the ABSN program will double from approx. 24 students now to 48 students by 2028, and it's anticipated the number of BSN transfer students will increase from approx. 10 to 40 students).	51.3801	Increase would begin in Summer/Fall 2027	Anticipate hiring new personnel, including General Track Assistant Professors and staff members (Learning Assistant Specialist and Clinical and Simulation Facilitators). Based on SON projections, the anticipated increase in student enrollment will generate sufficient tuition revenue to offset the associated costs of these new hires.

**Part 8: Degree/Certificate Programs in 2026-2028 Biennium**  
**University of Virginia**

Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will require all new degree programs for the upcoming biennium to be included in the Six-Year Plan table below.

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	Program Name	Establish/Grow/Close	CIP Code	Anticipated Start/End Date	Explanation (please describe projected costs/savings from program establishment, growth, or closure)
BSDS	Data Science	Grow (it's anticipated that residential undergraduate enrollment will increase from 125 students in Fall 2025 to 150 students in Fall 2026).	30.7001	Fall 2026	It's anticipated existing faculty and staff in the SDS can absorb this enrollment growth.

## 2025 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 which are 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.

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.

The intent of this process is for each of the commonwealth's higher education institutions to complete a consistent, detailed biennial strategic plan, with an update to that plan in the second year of the biennium. This process should coincide with any planning processes completed by the institution and presented to their board of visitors. It is also expected that the plans rely on the fact packs maintained by SCHEV for key statistics and financial metrics.

***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 session 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. Describe how your institutional strategic plan goals align to your institutions 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.

The University's strategic plan, the 2030 Plan, provides a roadmap for the future of UVA as it enters its third century. The plan begins with our [mission and values](#), and moves on to a vision statement, a set of goals, and a smaller set of key initiatives. UVA's aim is to be the best public university in 2030, and one of the very best in the world, whether public or private. The way to achieve this goal is by being both great and good, as described in the vision statement. The goals described in the 2030 Plan constitute our concrete definition of what we mean by a great and good university. The initiatives represent *some* of the efforts we will make to achieve our goals.

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

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

**Strengths**

1. Student recruitment and retention
  - a. Received more than 64,000 applications for approximately 4,000 seats in the Class of 2029.
  - b. Average retention rate for first-time first-year undergraduate students: 97%.
2. UVA's Value Proposition (i.e., affordability and the return on investment of a UVA education)
  - 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 and scholarships to cover the full cost of tuition, fees, room, and board for Virginians with household incomes under \$50,000.
    - ii. Grants and scholarships to cover the full cost of tuition and fees for Virginians with household incomes under \$100,000.
    - iii. \$2,000 Cornerstone grant for those with income under \$150,000.
    - 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%
    - ii. 4-year graduation rate: 92%
  - c. Recognized nationally for value and ROI.
    - i. #1 Top College in Virginia ([Forbes, 2024-2025](#))
    - ii. #2 Best-Value Public University ([Princeton Review, 2025](#))
    - iii. #4 Best Public College for Financial Aid ([Princeton Review, 2025](#))
    - iv. #5 Best Career Placement among Public Schools ([Princeton Review, 2025](#))
    - v. 4.5-star rating based on quality, affordability and outcomes ([Money Magazine, 2024](#))
    - vi. #3 Public School for Producing Future Leaders ([Time, 2024](#))

- d. Strong job placement with better than average salaries as noted in the UVA Fact Pack and recognized by the [Princeton Review](#) as the #4 Best Career Placement (based on student rankings of career services and PayScale.com's alumni salary information).

### 3. 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

### 4. Faculty Expertise/Quality

- a. UVA faculty are regularly recognized for their achievements in teaching, research and public service including being elected to national prestigious academies including the American Academy of Arts and Sciences, National Academy of Sciences, National Academy of Engineering, Institute of Medicine of the National Academy of Sciences, National Academy of Inventors, among others.
- b. The Bicentennial Professorships program, a co-investment by UVA and alumni, parents, and friends, has enabled the University to recruit and retain faculty who excel in the classroom and whose work across disciplines advances scholarship nationally and globally.
- c. Investments in [Grand Challenges](#) attract top faculty in priority research areas and promote interdisciplinary work in search of solutions to some of society's most pressing issues.

### **Opportunities for Improvement**

1. Research (e.g., addressing critical needs and mitigating the impact of reductions in federal funding)
  - a. As of June 23, 2025, 45 federal grants at UVA have been terminated. The total award amount of terminated multi-year grants is \$88.7 million, of which approximately \$63.6 million was funding that the University expected to receive but had not yet been spent and reimbursed by funding agencies. In addition to these grant terminations, 12 grants for which UVA faculty members are sub-awardees have been issued stop-work notices by their funding agencies.
  - b. In partnership with the Commonwealth, the University will continue to invest in the development of the Manning Institute of Biotechnology.
  - c. UVA will enhance and expand data center capacity to support rapidly growing data-intensive research and high-performance computing (HPC) hardware.
2. Enrollment of first-generation and Pell-eligible students with a focus on Virginia residents
  - a. All Virginia program expands engagement with college access efforts in schools and communities; encourages and prepares more students from public schools in Virginia with high rates of socioeconomic disadvantage to apply to UVA; assists students and families understand and access financial aid; and champions public higher education across the Commonwealth.
  - b. UVA will continue focusing efforts to attract more low- and middle-income Virginians and to make UVA more accessible and affordable.

3. Workforce development opportunities
  - a. UVA will continue to evaluate and expand, as appropriate, online programs and offerings in Charlottesville and other regions of the Commonwealth, including [Northern Virginia](#) and Southwest Virginia to meet evolving workforce needs.
  - b. UVA's [School for Continuing and Professional Studies](#) (SCPS) will build on the success of the bachelor's completion program and other degree, certificate, noncredit, and professional programs in.
  - c. Continue to focus on identifying new programs in high-demand areas and develop offerings that provide pathways for working professionals to gain new skills and advance in their careers (e.g., [Hoos in Career Transition](#)).
  - d. Identify additional opportunities to forge new industry partnerships to serve workforce needs (e.g., in areas of technology and engineering, defense, education, real estate, media, and healthcare).
4. Retention of critical talent (faculty and staff)—focus efforts to mitigate the ongoing risk of losing high-performing faculty and staff to other institutions or industry.

**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 statewide strategic plan for higher education, to the strengths and/or opportunities for improvement mentioned above, and will ultimately drive better outcomes for students. If the strategy has a general fund component (operating and/or capital, equipment, renovation) please include the operating request in the “General Fund Request” tab and the capital or equipment request in the “Capital” tab of the excel file.**

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.

We have achieved many of the goals in the 2030 Plan as summarizes on the [Implementation Dashboard](#), but there is more we want and need to do to realize other goals by 2030 and continue to build on our successes. In addition to aligning with the University's strategic and multi-year financial plans, the priorities outlined below also seek to advance the Commonwealth's priorities, goals, and objectives.

1. **SuccessUVA** – Since 2004, UVA's financial aid program, AccessUVA, has transformed the University by helping attract outstanding students, regardless of means. SuccessUVA provides opportunities for UVA to:
  - a. Maintain our commitment to affordable access for all qualified students and meeting all demonstrated need.
  - b. Continue to promote and support free expression and inquiry, engage in an open exchange of ideas, and embrace ideological diversity of thought.

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 [Paul & Diane Manning 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 in life sciences. Additional investments in thematic research areas such as Artificial Intelligence (AI) and National Security Programming will also enhance UVA’s standing in the research community.
    - i. As part of the 2030 Plan UVA launched a pan-University initiative to develop a prioritized strategy for investments over the next 10 years to support research excellence. Investments will increase and accelerate research, and the translation of that research into companies, 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](#)), and select new areas, that require collaboration across disciplines and schools and where UVA can be an international leader and represent major societal challenges and opportunities and draw on our existing strengths in the areas of (1) Democracy, (2) Brain and Neuroscience, (3) Precision Medicine/ Health, (4) Digital Technology and Society, and (5) 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 and new opportunities (e.g., artificial intelligence, entrepreneurship, high-performance computing).
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.
  - 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. Explore opportunities to expand internships and experiential learning opportunities. This is the focus of our Quality Enhancement Plan for our 2027 decennial reaffirmation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

**A4. Please explain how your institution has engaged your Board of Visitors and institution leadership in the mandatory review of the Pell Initiative for Virginia.**

The Interim Executive Vice President and Provost (EVPP), who convened and charged the group conducting the institution-wide review required by the Pell Initiative for Virginia (PIV), has received periodic updates, both about the review and about efforts to recruit and support outstanding students who qualify for Pell Grants. Both the EVPP and the Vice Provost for

Enrollment have kept the President, the deans of UVA's schools, and members of the leadership teams of the President, EVPP, and Executive Vice President and Chief Operating Officer informed. Members of the Board of Visitors have been briefed, both collectively and individually, about UVA's initiatives, with the first conversation occurring in a public meeting of the Board in June 2023.

## 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? Further, describe your 2023 enrollment projections and explain why those projections have (or have not) resulted as projected. Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant. When responding to this question please consider data under the “Enrollment” section of your institution’s fact pack ([linked here](#)).**

With regard to undergraduate enrollment, UVA is fortunate and grateful to have the interest of many thousands of outstanding students from across the Commonwealth and far beyond. UVA continues to benefit from:

- The strength of the 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 that UVA offers.
- UVA’s commitment to meet 100% of the demonstrated need of every student who qualifies for federal or state aid. As described in D1 below, since the submission of the 2023 Six-Year Plan, UVA strengthened this commitment to Virginians with annual household incomes of \$150,000 or less.

UVA increasingly benefits from:

- Strong interest in high-quality professional and STEM programs, including commerce, engineering, nursing, data science, and leadership and public policy. Among candidates for first-time first-year admission, interest in engineering and nursing has grown substantially.
- Our ability to respond effectively to—and to help students and families navigate—complicated changes in federal financial-aid policies and practices.
- Greater focus—through the Pell Initiative for Virginia-supported programs and other initiatives—on identifying and recruiting outstanding Virginians who qualify for Pell Grants, including those in schools with high rates of socioeconomic disadvantage, as defined by the Virginia Department of Education, and low rates of enrollment at UVA.
- Stronger partnerships with the Virginia Community College System, in part supported by the Pell Initiative for Virginia.

In the period between Fall 2020 and Fall 2024, first-time first-year applications from Virginia residents increased by 36% to 16,464, even as our yield of admitted Virginians increased by 1.5 percentage points (or 2.5%) to 61.4%. Since large and rapid increases in applications are typically accompanied by decreases in yield, these results demonstrate UVA’s favorable

position among students and families in the Commonwealth. During this time, we have also experienced increases in applications and yields among transfer candidates.

UVA's residential undergraduate enrollments have largely mirrored the projections approved by the Board of Visitors in March 2023. The Board's most recent projections, approved in March 2025, maintained the previous target of 3,970 first-time first-year students while increasing our goal for new transfer students to accommodate increased interest, especially in engineering and nursing.

**B2. Please summarize your institutions enrollment management strategy to align with recent demographic and enrollment trends. Consider online education enrollment in your response. What is the level of confidence in your 2025 enrollment projections, considering potential risks and unknowns such as economic factors, shifting student preferences, and regional demographic changes? 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.**

Our undergraduate enrollment strategy remains focused on the following key aspects:

**Serving all of Virginia**

- Focus on recruiting talented Virginians from all backgrounds and experiences, with an emphasis on sustaining and expanding recent gains in schools and communities where applications and enrollments have traditionally lagged.
- Implement a comprehensive communications plan, including a print campaign to Virginians about postsecondary planning and financial aid beginning in 9th grade.
- Strengthen service to communities and to other four- and two-year schools in the Commonwealth by sustaining and expanding [AdviseVA](#) (formerly the Virginia College Advising Corps).
- Expand support for prospective transfer students from Virginia's community colleges.

**Strengthening success for students**

- Build on recent improvements in academic advising for lower-division students.
- Act to mitigate barriers identified through the Pell Initiative for Virginia institution-wide review.
- Expand opportunities for experiential learning.
- Mitigate financial barriers that limit participation in meaningful co-curricular activities via the [Cavalier Fund](#).
- Improve the experience of transfer students by cultivating awareness and appreciation of their contributions; ensuring accurate information and advising across multiple communication channels, divisions, and schools; and strengthening pre- and post-enrollment planning and degree pathways.
- Implement [UVA One Stop](#) to provide single point of care for students with enrollment-related needs.

**Considering possible future growth**

- Maintain current first-time first-year enrollment at or near 3,970, given current capacity and infrastructure constraints, especially in housing.
- Continue to refine enrollment planning to manage distribution of students across UVA's 12 schools, consistent with their respective strategies, student and market interest, and workforce needs across the Commonwealth.

- Continue to build infrastructure for possible future growth in enrollments of external transfer students.

**Develop alternatives to residential undergraduate degree programs**

- Without sacrificing the 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.

We are confident that we will meet our 2025 enrollment projections for undergraduate and first-professional students, although recently announced plans to eliminate federal Grad PLUS loans have introduced a degree of uncertainty. Other recently announced changes in federal policy have made graduate projections more uncertain than before. Because international students make up a relatively small share of UVA's residential undergraduate enrollment, and because UVA has a deep pool of domestic non-resident students from which to draw, recently announced changes in federal policy will likely have less of an impact on undergraduate enrollment at UVA than perhaps at other leading national universities. The impact on UVA's graduate enrollments will be more significant, and this impact will be deepened by changes in federal research funding, primarily in STEM disciplines.

**B3. 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 noted above, where undergraduate enrollment is concerned, UVA is fortunate to have the interest of many thousands of outstanding students from across the Commonwealth and far beyond. We do not take their interest for granted and are focused on earning and keeping their loyalty and their trust.

Our undergraduate enrollment strategy, encouraged and supported by the Pell Initiative for Virginia, has been to focus on schools and communities across Virginia whose top students have not traditionally sought admission to UVA. The early results look promising, and we will continue to focus on recruiting all Virginia students regardless of their means, as well as to improving our relationships with the Virginia Community College System (VCCS) and enhancing the experience of students who transfer to UVA from the VCCS (with a focus on Piedmont Virginia Community College in Charlottesville).

These efforts will require additional investments by the University and the Commonwealth to meet demonstrated need. State funding and co-investments by UVA and private philanthropy (in part through the [Bicentennial Scholars Fund](#)) are critical components to address increased student need, reduce the cost of attendance, and encourage student success. UVA's discount rate will increase without additional state support and private gifts to offset student need.

## 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 or credential 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 and how you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030). Also include information on recent changes in completion outcomes. When responding please reference the “Completion” section of your institution’s fact pack data ([linked here](#)).**

- Maintain current overall four-year and six-year graduation rates, 92% and 95%, respectively.
- Continue to focus on improving the four-year and six-year graduation rates for Pell Grant recipients, 82.9% and 91.8%, respectively.
- Improve completions in STEM and other high-demand majors for lower-income students and other Pell Grant recipients.

**C2. Please describe efforts at your institution to ensure all students are graduating in a timely manner. Reference data from the “Program Alignment and Performance” section of your fact pack ([linked here](#)).**

UVA focuses extensively on ensuring all students graduate in a timely manner through [Academic Support Programs](#), enhanced [advising](#) resources, the [Hoos First](#) program for first-generation and limited-income students, support for [veterans and military students](#) including the Veterans Student Center and veterans advocate, and additional support students receive through private philanthropy and the Pell Initiative for Virginia.

### POST-COMPLETION OUTCOMES

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

**C3. 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 does 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. When responding please reference the “Post Completion” section of your institution’s fact pack data ([linked here](#)).**

- UVA tracks the scores and pass rates of exams that may lead to certification or licensure, with thresholds set by each school based on state and national exam averages.
- UVA monitors job and graduate school placement outcomes, as well as current economic conditions and industry-specific employment market trends.
- The [UVA Career Center](#) administers, and publishes, 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 surveys.
- Pursuant to new Financial Value Transparency and Gainful Employment (FVT/GE) regulations from the U.S. Department of Education, UVA now reports data on the financial outcomes of its educational programs, including cost of attendance, student debt, and earnings data, as well as on aspects of career preparation.

**C4. 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, work-based learning) during their time at your institution? How will you draw on successes/challenges from prior initiatives? Please describe how you intend to use existing/provided resources to execute the strategies.**

- 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 summer 2025, the UCC and the Alumni Association are partnering on a summer internship program, [Hire Hoos](#), connecting rising fourth-year students with skill building, virtual or in-person 4–8 week internship experiences
- UVA has a widely respected career readiness program for graduate students, [PhD Plus](#), which 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 with the goal of helping students connect to public service as a personal commitment, a lifelong practice, or even a career. The Pathways Program is designed to help students gain 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.
- Our Quality Enhancement Plan for our 2027 decennial reaffirmation focuses on expanding opportunities for internships and experiential learning in support of students' career exploration and readiness.

## WORKFORCE ALIGNMENT

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

**C5. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment? When responding please reference the “Workforce Alignment” section of your institution’s fact pack data ([linked here](#)).**

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

**C6. Explain any additional initiatives or partnerships the institution is currently involved in to improve workforce alignment of academic programs.**

Many of the degree and certificate programs UVA established in recent years are in fields intended to address workforce needs in the Commonwealth including, but not limited to Education, Quantitative Analytics, Statistics, Computer Science, Mechanical Engineering, Data Science, Cloud Computing, etc.

To further address workforce needs throughout the Commonwealth, UVA offers in-person and hybrid programs in Northern Virginia, provides additional online programs focused on areas of unmet need within the Commonwealth, and is increasing the reach of our bachelor's completion program.

- [Northern Virginia](#) – UVA’s expansion of existing and new programs in Northern Virginia (Rosslyn and Fairfax) 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.
- [Online education](#)
  - As of fall 2025, online offerings include 19 degree programs (15 master’s, two bachelor’s, and two Ed.D. degrees) and 34 certificate programs (20 for-credit and 14 non-credit certificates).
  - UVA also offers 79 courses on the Coursera platform, primarily on AI, data science, business, and technology topics. Over 5000 learners have enrolled via our Coursera platform.
  - UVA will expand the reach of existing programs and develop new degree programs, certificates, and non-credit career-connected learning resources to address demand in areas identified through labor market analysis, alignment with state economic and workforce development priorities, and in consultation with industry partners.
  - UVA plans to expand the adoption of an online virtual internship platform that provides access to experiential and work-based learning opportunities regardless of location or scheduling constraints.

- [Bachelor's completion](#)
  - UVA's bachelor's completion program is highly successful, with retention rates (over 80%) and completion rates (75%) far above national averages (just over 40% and 30%, 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 (e.g., launched the [UVA Enlighten](#), pathway-to-degree program for healthcare industry employees; created stackable pathways for certificates into the [Master of Public Safety Program](#); partner with UVA's College at Wise to expand online course availability).

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.

## 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. When responding please reference the “Financial Effectiveness & Sustainability: Affordability” and “Financial Health” section of your institution’s fact pack data ([linked here](#)).**

UVA has worked diligently over the last decade to restrain cost growth while bolstering need-based aid, ensuring that a UVA degree remains both high quality and within reach. Our primary strategies remain to (1) operate as efficiently as possible, allowing is to limit increases in tuition, fees, and other costs of attendance for Virginians; (2) continue to meet the full demonstrated financial need of students who qualify for federal or state aid; and (3) maintain one of the highest four-year graduation rates among public universities nationwide, thus saving students and their families the expenses that would otherwise be incurred during additional semesters or years of study.

Over the past five years, total cost of attendance (COA) has grown nearly in line with inflation, holding at roughly 41% of Virginia’s median household income—and net price has increased just 1.1% annually, even as borrowing per student has remained flat and fewer students borrow overall. Meanwhile, UVA’s AAA bond rating, strong reserves, and positive operating margins position the institution to sustain and enhance our affordability strategy.

Specific strategies include:

- **Guarantee 100% of demonstrated need**—Continue meeting full financial need for all undergraduates who qualify for state or federal aid—leveraging our robust institutional aid to keep net price growth near 1.1% and borrowing flat at roughly \$5,300 per student.

- **Refine aid packaging for Pell-eligible Virginians**—Optimize the mix of grants vs. loans and tailor award offers to improve competitiveness among low-income Virginia applicants to boost yield for Pell-eligible students.
- **Contain costs**—Continue to keep all costs (tuition, housing, dining, and fees) as affordable as possible.
- **Sustain scholarship fundraising**—Continue efforts to grow endowed and expendable scholarships.
- **Expand federal work-study opportunities**—To the extent feasible, increase participation in federal work-study programs to provide more on-campus employment opportunities, reducing out-of-pocket costs for students. This strategy is contingent on continued funding support from the federal government, and UVA is closely monitoring any actions that may affect students with financial need.
- **Offer targeted emergency & co-curricular grants** for unanticipated expenses—textbooks, travel, or program fees—to provide all undergraduate students access to similar educational experiences while attending UVA, regardless of their financial resources (e.g., [Cavalier Fund](#)).
- **Provide a one-time tuition credit** in 2025–26 equivalent to the previously approved 3% tuition increase for in-state undergraduate students.
- **Management Strategies for FY 2026 Budget Reductions**—To address the FY2026 budget gap, UVA leadership has deployed targeted, high-impact measures that preserve mission-critical activities:
  - All schools and units have been asked to pause non-essential hires and rigorously review discretionary expenses.
  - By consolidating procurements and renegotiating vendor contracts across the Medical Center and Academic Division, we anticipate generating \$2.0 million in base-revenue savings through improved purchasing practices and cost management.
  - Planned reductions of \$11 million in centrally funded units—matched by corresponding expense cuts at the unit level—free up resources without compromising support for core academic and student-service functions.
  - Integrating UVA Health, the University Physicians Group, and Community Health into the current UVA Finance eco-system will unlock opportunities for savings, efficiencies, and scalability.
  - The UVA Medical Center is modernizing and transforming its financial system to leverage the existing UVA Academic Workday System. This program is expected to have an ROI within three years of deployment and will create efficiencies and synergies at the pan-enterprise level, while providing additional enhancements and optimization to the currently deployed cloud-based eco-system.

Together with other cost-mitigation actions (e.g., energy-efficiency savings, Workday-driven variance eliminations, shared-service gains), these management strategies are projected to deliver \$113.2 million in total funding for FY2026, allowing UVA to absorb compensation increases for faculty and staff, rising facilities and utility costs, and increasing strategic investments in academic excellence while maintaining affordability and quality.

## 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? Further describe your institution's discounting by type and if this is sustainable in future years. Please reference the "Revenue" and "Financial Health" slides of your institution's fact pack ([linked here](#)).**

UVA's tuition-and-fee and financial-aid framework reflects a careful balance of modest, below-inflation price growth and a robust, sustainably funded aid program, all built on a diversified revenue base and solid financial health. The data show that students and families view UVA as a best-value choice, while our strong financial health provides stability to maintain this model long-term.

- **Pricing and Fee Rationale**—Over the past four years, increases in undergraduate tuition and fees have been below both CPI (2.7%) and HEPI (2.9%). At the same time, our diversified revenue model—with NGF educational and general (E&G) funds growing at a 5.5% CAGR to \$886 million—enables us to invest in the student experience.
- **Feasibility and Market Benchmarks**—By aligning our average tuition increase (~3.5%) below peer norms (~4.2%), we demonstrate market leadership while preserving access. Net-tuition revenue's steady 5.8% CAGR (based on combined tuition and enrollment changes), from \$415.9 million to \$645 million, provides reliable support for operations and financial-aid programs.
- **Discounts and Waiver Estimates**—Our discount rate (23.1%) reflects intentional, data-driven modeling based on cohort trends and COA shifts, with only 1.4% as unfunded waivers. Unfunded waivers primarily reflect the growth of the Virginia Military Survivors and Dependent Education Program which has been significant in recent years and is projected to cost an estimated \$5.4 million more in FY2026 (total estimated cost of \$10-\$11 million) as qualifying veterans' families access the education benefits as offered by the Commonwealth.
- **Financial-Aid Award Strategy**—AccessUVA aims to make a UVA education accessible and affordable for students regardless of their socioeconomic status. In FY2024, \$194 million in institutional aid (8.2% CAGR) plus \$17.7 million in state awards guaranteed 100% of demonstrated need for every qualifying undergraduate at UVA. Our selective "University Achievement Awards" complement this by rewarding Virginians whose leadership enriches our community, ensuring aid aligns both with need and mission.
- **Financial Health Underwrites Sustainability**—UVA's position as a financially resilient institution, with Primary Reserve at approximately 1.9, Viability at approximately 3.0, and a Composite Financial Index of 6.5 allows the University to continue supporting affordability initiatives without compromising excellence. In addition, our AAA bond rating demonstrates our continued commitment to effectively manage and steward resources.
- **Auxiliary Operations**—Our auxiliary operations generated nearly \$195 million in NGF revenues in 2023-24; \$65.6 million from non-E&G auxiliaries, and \$128.8 million from other auxiliaries. NGF sources now comprising 83.3% of total E&G revenues.

- **Sustainability and Long-Term Outlook**—UVA’s balanced reinvestment strategy, anchored by a stable discount rate and strong net-tuition growth, ensures that approximately 77% of gross tuition directly funds core academic and student-support programs. Backed by our AAA bond rating, healthy operating margins, and reserves, our financial-health foundation ensures both near-term affordability measures and long-term institutional excellence.

**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? Please reference the “Financial Health” slides of your institution’s fact pack [\(linked\)](#).**

UVA’s disciplined pricing and discounting strategy is designed not only to protect access and affordability but also to drive sustained enrollment strength and net-tuition growth. UVA’s discount rate has been steady since 2019-2020 at approximately 23%.

- **Stable and Diverse Enrollment Mix**—Even as we have held our average annual tuition increase below 3.5%, yield rates have remained steady (62-64% for Virginia students and 24-27% for out-of-state students), demonstrating the belief in the value of a UVA education. Further, our enrollment of Virginian lower-income undergraduate students increased substantially from Fall 2023 to Fall 2024, driven in part by federal financial-aid policies, our generous financial-aid packages, and enhanced recruitment practices across the Commonwealth.
- **Predictable Net-Tuition Revenue Growth**—Over the past decade, net-tuition revenue grew at a 5.8% CAGR, rising from \$416 million to \$645 million, despite rising institutional aid. Maintaining modest, sub-peer average increases and a stable discount rate means we project net revenue to continue growing at roughly 4 to 5% annually, funding both core operations and expanded student support.
- **Financial-Health Cushion for Strategic Flexibility**—Our strong financial-health metrics, Primary Reserve of approximately 1.9 and Viability of 3.0, alongside a Composite Financial Index near 6.5, all well above APA benchmarks, give us the liquidity and credit capacity to absorb enrollment or economic fluctuations without altering our pricing or aid commitments.
- **Leveraging Auxiliary and NGF Strengths**—Supplemental NGF revenues from auxiliaries (\$194.4 million in FY2024) and other non-state sources broaden our funding base, ensuring net revenue streams remain resilient even if enrollment mix shifts slightly.
- **Mission-driven Growth**—UVA will continue to attract a talented, socioeconomically diverse student body while growing net tuition revenue in a measured, sustainable way, reinforcing our status as both a premier academic institution and a model of responsible financial stewardship.

## **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 using the “Expenditures by Category” and “Financial Health” slides from your institution’s fact pack data [\(linked here\)](#).**

UVA has made intentional, mission-driven investments in its people, programs, and facilities—investments that have driven certain cost categories to grow faster than inflation but that also position us to deliver an exceptional student experience and sustain academic excellence. Of these investments, key cost drivers include:

- **Salary Increases**—The Commonwealth provided support for a three-percent merit increase for staff in FY2026 plus an additional one-and-a-half-percent bonus in June 2025—together costing approximately \$55.5 million. In addition, rising fringe-benefit costs—driven by base salary growth and higher health-insurance premiums—will add roughly \$18.7 million of ongoing expense in FY2026 and a one-time cost of \$7.6 million to cover unanticipated health-insurance costs. These actions account for the largest portion of the 3.9% annual rise in per-student E&G expenditures.
- **Overall E&G and Auxiliary Expenditure Growth**—Over the past five years, per-student E&G spending rose from \$28,600 to \$34,400, reflecting both the unwinding of one-time COVID-response costs and broader inflationary pressures. During the pandemic, UVA incurred significant expenses—testing, quarantine housing, remote-learning upgrades—while travel and professional-development spending was suppressed; those one-off costs drove E&G per-FTE to \$31,400 in FY2023 before rebounding further with restored operations and state-authorized salary increases. Auxiliary per-student costs increased to \$6,500 in FY2023, driven by enhanced housing, dining, and facility retrofits needed for safe, in-person campus life, then normalized to \$4,300 in FY2024 as pandemic-related outlays subsided. These patterns underscore UVA's ability to respond to extraordinary circumstances and our ability to realign spending as conditions stabilize, all while keeping longer-term growth in check relative to HEPI inflation.
- **Headcount Growth for Research and Clinical Missions**—As a leading public research university with an academic medical center, UVA has expanded its non-instructional workforce—hiring additional research staff, clinical personnel, and support roles funded by state-restricted grants and clinical revenues. While headcount has grown to support this mission, the strategic use of non-general-fund sources moderates tuition-funded instructional costs and aligns them with student priorities.  
The current landscape around federally sponsored research is dynamic. Federal agencies are experiencing funding reductions which will ultimately result in fewer future awards being granted to higher education. In addition, the current indirect cost reimbursement model that has been in place for decades is under review and it is yet to be determined. Higher education may need to contemplate the research enterprise depending on the outcome of that review. Given the uncertainty, UVA has implemented austerity measures as mentioned above and will implement other mitigation strategies as/if needed.
- **Expanded Compliance, Technology, and Shared-Services Investments**—Spending on institutional support grew from \$30.3 million in FY2014 to \$114.2 million in FY2024, a compound annual growth rate of 14.2% and per-student costs rose from \$1,300 to \$4,100. These resources have fueled critical expansions in compliance, risk management, and shared-services efficiencies, as well as the full rollout of Workday Financials and the Adaptive Budgeting System to strengthen controls. Together, these innovations ensure that institutional support costs reflect strategic investments in operations and governance, backed by best-in-class financial systems and continuous process improvement.
- **Operations, Maintenance, and Utilities**—We anticipate \$6.1 million of additional operations and maintenance costs for core E&G facilities, including \$4.6 million for existing buildings and \$1.5 million for the new Shumway Hall in the McIntire School of Commerce. We are also preparing to bring three major E&G facilities online (Fontaine Central Energy Plant, the Karsh Institute of Democracy, and the Paul and Diane

Manning Institute of Biotechnology). Utility expenses are expected to increase by 15% or \$9.4 million (\$8.5 million for existing facilities and nearly \$1 million for new buildings).

- **Tuition Benefits for Military Survivors**—As described above, the cost of providing education benefits under VMSDEP will increase by approximately \$5.4 million in FY2026.
- **Auxiliary Enterprise Enhancements**—Auxiliary spending peaked at \$173 million in FY2023 before normalizing to \$120 million in FY2024. Per-student auxiliary costs have grown by 4.3%, supporting upgraded housing, dining, recreation, and wellness facilities that directly enrich student life.

**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. Include the costs with a general fund request in the Excel file in the “GF Request” tab. Please reference the “Fastest Growing Expenditures” and “Financial Health” tables in your institution’s fact pack data ([linked here](#)).**

As discussed above, UVA executes a comprehensive, mission-aligned program of cost containment and reallocation that preserves quality, strengthens our financial health, and maintains AccessUVA support—ensuring students from every background can thrive. Key strategies executed in the upcoming fiscal year include:

- **Management Strategies for FY2026 Budget Reductions**—To address the FY2026 budget gap, UVA leadership has deployed targeted, high-impact measures that preserve mission-critical activities, including hiring review & discretionary spending curtailment, strategic sourcing efficiencies, central budget reallocations, and pan enterprise systems and solutions. Details and specifics regarding these strategies are included in the response to Item D1.
- **Mitigate Impact of Mandatory Cost Increases**—Over recent years, general administration and operations-and-maintenance spending have increased as UVA has expanded its research mission, enrollment, and facilities. To mitigate these mandatory costs while maintaining service levels and quality, we have undertaken University-wide hiring reviews, paused non-essential vacancies, and assessed non-personnel line item against mission priorities.
- **Counteract Core Operating Expenses that Outpace Revenue**—as noted in the Fact Pack personnel costs (salaries and benefits) are our largest expense category, growing at 7.4% annually; above non-personnel growth of 6.2%. Lease payments and management and informational services have grown by 19.2% and 31.6% respectively, reflecting inflation, technology investments, and new facility needs. These trends drove action to optimize both headcount and non-payroll spending (as summarized below).
- **Redeploy Savings through Efficiency Initiatives**—We have reallocated existing resources to high-impact priorities by:
  - Restructuring graduate-student support models to reduce administrative overhead.
  - Consolidating similar units and streamlining business/finance operations and systems.
  - Evaluating in-house and contracted services to find the best cost-quality balance.
  - Optimizing physical space and right-sizing office and lab footprints.
  - Launching strategic research initiatives that leverage external funding.

- Outsourcing gift processing and renegotiating procurement contracts to capture vendor discounts.
- Expanding strategic sourcing, transit partnerships, and interagency collaborations.
- Accelerating energy-efficiency retrofits and preventive-maintenance programs.
- Modernizing computing infrastructure to lower long-term IT costs.
- **Leverage Transformative Systems and Shared Services**—As discussed in Item D4, the full rollout of Workday Financials and our Adaptive Budgeting System has eliminated technical variances, strengthened expense controls, and created a clear foundation for ongoing savings. In addition, we have expanded functionality in Workday around sponsored activity that reduces effort and Increases compliance.
- **Reinforce Financial Resilience to Protect Student Access**—UVA's Primary Reserve ratio (1.9), Viability ratio (3.0), and Composite Financial Index (6.5) all exceed APA benchmarks, and our AAA bond rating underscores our credit strength, allowing UVA to cover increased costs for personnel, benefits O&M, and utilities; and targeted investments in academic excellence—while keeping student net price and debt in check.

**D6. Please describe the data in your fact pack [\(linked here\)](#) under “Expenditures by Category” and “Personnel”. Provide an overview of any challenges present and what your institution is doing to get ahead of any anticipated challenges.**

#### **Anticipated Challenges**

UVA has long prioritized affordability, high-quality education, and vibrant student experience as cornerstones of its financial strategy. As we approach the current challenges, it is important to address how we manage rising personnel costs, stabilize fluctuating research revenues, adapt to evolving governance requirements, drive operational efficiencies, and invest strategically in infrastructure and talent. As discussed above, key cost drivers, challenges, and actions taken by the University include:

- **Affordability and Compensation**—Although tuition supports a large share of the Academic Division's operations, the Board of Visitors approved a one-time credit for in-state undergraduates in June 2025, holding net in-state tuition growth to zero for 2025-26 even as compensation and benefit costs continue to rise and other market adjustments that UVA must fund from tuition and other non-state revenues.
- **Enterprise-wide Efficiency**—To contain cost pressures and limit tuition impact, UVA has accelerated procurement optimization and category management, consolidated shared services, and rolled out modernized Human Resources and Finance systems. These initiatives are projected to generate recurring savings annually through a unified business and finance platform.
- **Debt Service and Facility Operations**—Ongoing debt-service payments for classrooms, laboratories, and student housing, coupled with rising energy and maintenance costs, represent significant non-personnel expenditures for UVA.
- **Technology and Infrastructure Investment**—With existing data-center capacity expected to cap out by 2026, the Board of Visitors approved a new Research Data Center to ensure the high-performance computing is essential to recruiting and retaining leading faculty. In addition, UVA will meet with the Virginia Department of the Treasury to explore expanding Equipment Trust Fund eligibility to include SAS software assets now on our balance sheet. By showing that these licenses can be collateralized through a tax-exempt financing structure, we aim to secure ETF support for SAS and similar instructional technologies—enhancing classroom delivery and broader educational support.

By combining disciplined tuition governance, strategic reinvestment of reserves, robust research contingency planning, rigorous efficiency measures, and targeted infrastructure investment, UVA is positioned not only to meet current headwinds but to stay ahead of future challenges, preserving affordability, access, and excellence going forward.

#### **Expenditures by Category (Chart A)**

Over the past decade, UVA has intentionally balanced two priorities: (1) making targeted investments that enhance teaching, learning, and student services, and (2) managing costs so that we protect students and the Commonwealth from unnecessary price increases. As illustrated in the Fact Pack, our core Educational & General spending has grown in step with strategic needs, while auxiliary operations (e.g., housing, dining, recreation) have been managed prudently, even through the pandemic. Taken together, these patterns demonstrate responsible stewardship of public and tuition dollars.

- ***Inflationary Surge during and after COVID***—The pandemic drove one-time costs for testing centers, quarantine housing, enhanced cleaning, and rapid upgrades for remote instruction. Global supply-chain pressures pushed up prices for equipment, utilities, and contracted services, causing both total E&G and auxiliary spending to spike above trend in FY2021 before normalizing as emergency measures wound down.
- ***Compensation and Overall Spending Growth***—Increases in personnel costs plus higher fringe-benefit rates increased total E&G and auxiliary expenditures up by about 4.8% annually in recent years.
- ***Per-student Efficiency***—When viewed on a per-FTE basis, E&G spending increased by approximately 3.0% annually, in line with HEPI and CPI, which shows that even as we fund higher salaries and address inflation, each dollar continues to deliver sustained value in the classroom, labs, and student support.
- ***Prudent Management of Auxiliary Operations***—Auxiliary enterprises responded to pandemic pressures with higher outlays but have since reverted to their long-run growth rates, demonstrating UVA's ability to meet urgent, non-core needs without allowing housing, dining, or recreation costs to stay elevated once the crisis passed.
- ***Energy and Maintenance Efficiencies***—To curb rising utility and upkeep costs, we invested in energy-efficiency retrofits and preventive maintenance programs, bringing non-personnel cost inflation closer long-term trends over the last two years. These efforts are combined with a request for GF support for O&M and utilities increases to reduce reliance on tuition and other NGF sources.
- ***Enterprise-wide Savings Initiatives***—Procurement optimization, supplier consolidation, expansion of shared services, and the rollout of modern human resources and finance systems are projected to save millions annually and freeing resources to be allocated to academic priorities.

#### **Expenditures by Category (Chart B)**

Over the past decade, institutional and administrative expenditures have grown faster than general inflation, increasing approximately 11–14% annually versus HEPI/CPI at 2.9/2.7% and reflecting both technical reporting nuances and lasting investments that support a major research university. The key drivers for increased administrative outlays and per-student costs include:

- ***Accounting and Reporting Nuances***—A combination of factors has temporarily exaggerated swings in our administrative spending: under the state's Performance Budgeting System, personnel cost recoveries map to "Operating Expenses," which can make non-personnel spending appear negative even as true personal-service recoveries

offset costs; a reclassification of intra-agency recoveries shifted local revenue reporting and adjusted state-reported expenditures; and the FY2023 rollout of Workday Financials tightened controls, cleaned up legacy mappings, and improved transparency—changes that should smooth out in future years.

- ***Pandemic-related Auxiliary Swings***—Housing and dining expenditures increased in FY2021 during the pandemic, then normalized in FY2022 once in-person residence returned. A one-time \$15.5 million “Anticipation Loan Interest Retirement” in FY2023 further skewed treasury activity, with a matching reversal in FY2024.
- ***Operations and Maintenance (O&M) Rebound***—FY2021 saw depressed O&M costs with fewer students on campus and lower utility usage during remote instruction, followed by an increase in FY2022 when occupancy and utility usage rebounded.
- ***Regulatory and Compliance Growth***—Expanding Title IX, Clery Act, data-privacy, and financial-aid oversight has added layers of staffing, training, and systems to meet federal and state mandates.
- ***Enhanced Student Support and Safety***—Rising demand for mental-health counseling, disability accommodations, career services, and campus-public-safety operations has required additional program funding and personnel to support student well-being and success.
- ***Technology Modernization and Cybersecurity***—Deploying enterprise platforms and strengthening cyber defenses to protect research data and personal information have brought significant consulting, licensing, and implementation expenses.
- ***Strategic Communications and Fundraising***—Expanding development and alumni-relations teams, enhancing marketing for targeted recruitment, and broadening philanthropic initiatives have increased administrative outlays but also generated revenues that reduce net tuition dependency.

### **Personnel ([Chart A](#))**

UVA’s commitment to academic excellence depends on attracting and retaining outstanding faculty and staff, even as we balance affordability and value. Over the past decade, personnel resources per student have grown steadily, reflecting both compensation increases and broader labor-market pressures, while keeping our instructional mix stable and maintaining per-capita efficiency.

- ***Moderate Growth in Staffing Levels***—The number of employees per student FTE climbed from 0.24 to 0.27 (approximately a 1.1% annual increase). This incremental growth has allowed UVA to sustain reasonable class sizes, expand advising and support services, and meet new compliance and student-success demands without overstaffing.
- ***Salaries and Benefits***—Salary and benefit spending per student rose from \$16,700 + \$5,900 (instruction + other) to about \$26,400 + \$9,200—an annual increase of 4.7%, above HEPI and CPI. That growth includes compensation increases and additional market adjustments driven by a tightening national labor market over recent years to recruit and retain top talent.
- ***Stable Instructional Mix***—Full-time instructional staff have remained a consistent 22% of total personnel and represent about 35% of salary outlays, underscoring that most growth has supported support functions essential to student success rather than diluting instructional resources and staffing.
- ***Efficiency Mitigating Cost Pressure***—While personnel costs have grown faster than inflation, UVA’s disciplined budget governance and targeted efficiency measures—energy-and-maintenance savings, procurement optimization, and modernized systems and platforms—help absorb these increases without shifting disproportionate costs to students.

UVA has proactively invested in its people in a measured way, ensuring that each dollar spent on salaries delivers maximum educational impact and sustained value per student.

**D7. Please discuss how statewide salary and health insurance premium increases impact your institution (please reference your institution's estimated cost impact from the salary and health insurance calculator file). Further describe any challenges or the ability to support the NGF portion of the statewide increases. If statewide salary and health insurance premium increases occur and you do not receive additional state support above the general fund share, please describe how you will manage the NGF portion of these increases.**

From FY2022 to FY2025, the Commonwealth provided approximately \$40 million in state support for a nearly 22% increase in salaries, which raised compensation costs for UVA by \$247 million. UVA funds approximately 84% of the salary increases from other fund sources, including, but not limited to, tuition. For FY2026, the state approved a 3% merit increase at a cost of nearly \$37 million (approximately \$6 million will be covered by state general funds, leaving nearly \$31 million to be covered by nongeneral funds).

For health insurance, by agreement with the Commonwealth, UVA operates its own self-insured health plan, with the state providing funds to cover the lesser of UVA's premium or the state's COVA Care premium. The current funding methodology is not an accurate reflection of UVA's health insurance pool. Historically, the state has funded the lesser of UVA's share of cost or the state health insurance fund's growth. This methodology assumes the actuarial values of the two separate health insurance pools are the same. 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 projected significant growth in costs for FY2027 and FY2028. The estimated cost increases in the state share of the projected increase are \$6.9 million in FY2027 and \$10.5 million in FY2028. If not covered by general funds, UVA will need to rely on nongeneral fund revenues to cover the increased cost.

For FY2026, tuition accounts for approximately 35% of UVA's budget, whereas state appropriations are 12% of the budget. Any additional state support for increases in salary and health insurance costs would alleviate UVA's potential reliance on non-general fund revenue sources to cover the increases. To manage these costs without undermining our academic mission, we anticipate:

- Controlling spending through continued efficiency and process improvements.
- Using targeted reserves and budget contingencies set aside for rising personnel and benefit costs.
- If necessary, making modest adjustments to tuition, balancing affordability with our need to meet these new obligations.

**D8. Using the information from the ProForma tab of the Excel file please describe any present funding concerns (if relevant) and how your institution plans to address any potential concerns.**

Our Six-Year Pro Forma shows that tuition and fee revenue were appropriately set to support the actual E&G expenditures in FY2024 and FY2025 and to support the projected E&G expenditures in FY2026 and FY2027. In FY2028, with a 3.0% tuition increase assumption, UVA projects a deficit driven by an extra bi-weekly payroll. The pro forma balances in FY2029, but a 3.0% tuition increase will be needed to cover the prior year's deficit. Beginning in FY2030, continued growth in compensation and rising benefit and facility costs are

projected to produce a funding gap that would also require roughly a 3.0% tuition increase through FY2032. Per the planning guidelines, we have not included tuition increases over FY2028 levels in FY2029 through FY2032.

As noted above, to address this shortfall, UVA will:

- Drive further efficiency gains through scaling energy-efficiency retrofits, expanding shared services and strategic sourcing, and optimizing procurements.
- Deploy financial reserves strategically to smooth revenue timing across the six-year horizon.
- Seek targeted state flexibility and additional general fund support for key strategic priorities.
- Plan modest, below-inflation tuition adjustments to ensure we continue attracting and retaining the faculty and staff essential to UVA's academic excellence.

## SECTION E: ECONOMIC DEVELOPMENT ANNUAL REPORT

**E1. 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 F: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

**F1. 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 Statements on Free Expression and Inquiry, the [2024 Annual Report](#), information on how to report an incident of disruption of constitutionally protected speech, [policies and regulations](#), [protest policies and resources](#), and [FAQs](#).

## SECTION G: NEW SCHOOLS, SITES, AND MERGERS

**G1. 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.**

UVA does not have any new instructional sites, schools, or mergers planned at this time.

## [OPTIONAL] SECTION H: RESEARCH

**H1. [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** focus 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, providing seed funding for transformative research projects, creating research opportunities for faculty to come together across disciplines and schools to address some of society's most urgent questions, providing transformative research opportunities for students in emerging and critical thematic areas, and developing new state-of-the-art research core facilities and space.

- **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.
  - 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.
  - A permanent home for the Karsh Institute of Democracy is closer to reality. UVA is building a four-story, 65,000-square-foot/\$82M building, designed to evoke images of the Rotunda and reflect the institute's multidisciplinary approach to addressing global challenges facing democracy.
- **The Brain Institute** builds on UVA's collaborative and trans-disciplinary neuroscience research strengths, linking basic and clinical discoveries to care, and making new treatments a reality.
  - The infrastructure built and supported by the Institute facilitates and provides project development that brings cutting-edge research and awards to UVA.
  - The Institute is a national leader in clinical research and supports UVA investigators leading neurological clinical trials across Grounds.
  - The Brain Institute Director, Jaideep Kapur, along with his colleagues received an initial \$9.3 million award from the National Institutes of Health (NIH) supporting a \$30 million clinical trial to determine if the powerful anesthetic ketamine can save patients from prolonged, life-threatening grand mal seizures that will not respond to other treatments.

- **Precision Health/Medicine: The Paul and Diane Manning Institute of Biotechnology**, founded in 2023 in partnership with the Commonwealth, will catalyze innovation and stimulate collaboration throughout the state by bringing together world class researchers in biotechnology who will bring life-changing and life-saving treatments to those who need them the most.
  - The new institute will be a world-class facility that will become the largest laboratory building in the Commonwealth at 350,000 square feet, and will include laboratory space, expanded research facilities, core facilities and an area for researchers and partnering biotechnology companies.
  - Through the institute, UVA will build on its expertise in biotechnology, and the University's ability to manufacture gene and cell therapy solutions at a large scale to support the growth of clinical trials. The Manning Institute is anticipated to attract pharmaceutical and biotech companies to what is expected to become a major hub for research and manufacturing centered around UVA's new state-of-the-art biotech facility.
  - 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 also anticipated to generate hundreds of jobs directly and many more indirectly.
  - The University has successfully recruited world renown biomedical researcher Mark Esser as inaugural director of the Institute.
- **The Precision Health Initiative 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.
- **UVA Innovates** was established in September 2024 to help catalyze innovation and entrepreneurship at UVA to make it easier for students, faculty, staff, alumni and investors to navigate the entrepreneurial ecosystem.
  - UVA Innovates helps coordinate, communicate, and amplify various entrepreneurial initiatives around Grounds and beyond.
  - With the establishment of this new program, the University is entering into a new phase of growth and impact. With our Signature Initiatives such as [The Foundry](#), [Enterprise Studio](#), and [Commonwealth BioAccelerator](#), we are providing vital new services to support our innovators and entrepreneurs, be they students, faculty, staff, alumni, or community partners.
  - Additionally, the University has invested \$10 million over 10 years to accelerate commercialization of UVA research technologies and to enable investment in new ventures emerging from the UVA research portfolio.

- **Advances in Machine Learning/AI** have transformed research across many disciplines, and a significant number of UVA's faculty are now doing research that involves artificial intelligence and machine learning.
  - UVA's core AI research aims to develop the science, technology, and ethics underlying AI tools and their use, while also leveraging AI to advance other fields such as the sciences, humanities, and medicine.
  - Many UVA researchers are among the leaders in developing new AI algorithms, and individual units at UVA have made substantial investments in AI research, primarily through faculty hiring.
  - UVA has allocated 11 endowed chairs, with the title Commonwealth Professor of AI, for use in recruiting leading researchers in this area.
  - UVA Darden's Artificial Intelligence Initiative: Humans, Machines and the Future of Business aims to generate interdisciplinary research, foster dialogue, and support education that provides the intelligence and insights that decision-makers will need to address this important challenge.
  - Launched by an initial \$6.5 million gift, this has powered early faculty work.
- **The National Security Data and Policy Institute (NSDPI)** launched in August 2024 and brings together academia, government, and industry to combine expertise in data science, artificial intelligence, research computing, and policy.
  - The Institute processes vast data, forecasts threats, and guides decision makers. NSDPI collaborates to address critical national security challenges.
  - The immediate research focuses on creating tools to process the enormous amount of data now available and using AI and other technology to produce insights useful for analysts and decisionmakers to piece together possible threats that might escape more traditional, time-consuming analysis.
  - Analytical work that once took months, if possible at all. could be substantially aided by recent advancements in artificial intelligence. The goal will be to create systems that help the human analyst or decisionmaker perform these tasks.
  - The Institute will also focus on preparing students at the undergraduate, graduate and post-doctoral levels for employment across the national security and intelligence community.
  - The Institute secured a \$19 million contract with the Office of the Director of National Intelligence to launch the program, designed to combat threats like Russia, Iran, China and North Korea.
- **Research Computing** is the backbone of innovation in research universities. At UVA, we are committed to turning ideas into action. Without the infrastructure to support world-class research and the processing of "big data," we cannot fully realize the potential of our faculty, students, and clinicians. Access to computational resources is a key factor in faculty recruitment and retention and is required for faculty in many fields to perform their research. Our current data center is near maximum capacity and faculty researchers wait days to access computing resources, and the current data center cannot be expanded, necessitating investment in a new data center solution. To address these limitations, the University just approved the planning and building of a new \$72M research data center. Recent computationally focused awards include:
  - \$29 million Clinical Trial Awarded for Epilepsy treatment.
  - \$20 million National Security Data and Policy Institute to augment US Intelligence Analysis.
  - \$20 million NSF-Simons AI Institute for Cosmic Origins.

## [OPTIONAL] SECTION I: COLLABORATION

**I1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions and the K-12 sector (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**

- [Center for Community Partnerships](#) – Developed by the Center, the [Starr Hill Pathways program](#) knits together community and university resources to ensure that youth from Charlottesville City and Albemarle County can make their college and career dreams a reality. During middle school years, Starr Hill Pathways scholars are given the opportunity to explore different career pathways through summer camps and school-year programming days with community partner organizations. In high school, offerings are expanded to include placement in paid internships, college and career counseling, and SAT prep. For all students, we provide free tutoring and mentoring and help their families navigate the school and community programs that will best serve their needs. Additionally, the Center has a [dedicated education research staff](#) that works with local school districts, lawmakers, and community organizations to understand the landscape of education in the Charlottesville-Albemarle area and across Virginia.
- [UVA Innovation Hub](#) – a lab school partnership with the City of Charlottesville and [approved by the Board of Education](#) designed to expand access to STEM and computer science education for students at Charlottesville Middle School through student led, project-based learning. The Innovation Hub aims to connect students with community partners and industries to provide real-world problem-solving experiences, mentorship, and career exploration, as well as provide teachers with quality professional development opportunities.

### **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 and expanded in 2025 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. In the first five years, 46 Piedmont Scholars have enrolled at UVA, all of whom have earned their degree or are still enrolled.
- Partnership and support of [AdviseVA](#) (formerly the Virginia College Advising Corps [VCAC]) – innovative program established to increase numbers of low-income and first-generation high school students who enter and complete higher education. Additional financial support would allow AdviseVA to expand 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.
- [Commonwealth AI Initiative](#) – Virginia can, and should, serve as a leader in responsible AI, in business, education, research, and policy. To help realize this goal, a number of Virginia universities are collaborating to plan and build support for a Commonwealth-wide AI institute. We have also started discussions with economic development agencies and potential industry partners.
  - The Commonwealth-wide AI Institute will coordinate industry, higher education, and government entities throughout the state for four purposes: (1) education and workforce development; (2) innovation and economic development; (3) research and discovery; and (4) serving as a trusted source of AI expertise for local, state, and national government.
  - The institute will champion AI-related economic development (including in underserved regions), coordinate training and work force development at all levels, provide expertise on AI to constituents across the Commonwealth, and foster collaboration and resources for research on fundamental AI technology and important issues like the ethical development AI and its use in business, healthcare, education, and government.
  - A coordinated AI Institute will position Virginia as a top AI state by enabling resource-sharing, increasing efficiency, and reducing redundancies. It will enable Virginia to leverage expertise across the state to meet the substantial challenges and opportunities presented by AI. Where individually we risk failure, together we will ensure success.
  - The next 12 months will serve as a planning phase, with the objective of delivering an operational blueprint and budget for the Institute. This goal requires developing partnerships; informing and convening stakeholders in government, education, industry, and communities across the Commonwealth; and determining the strategy and operational details of the CAII. In order to accomplish these goals and ensure that stakeholders across the Commonwealth, including those with few resources, can participate, we are requesting \$500,000 in planning funding to cover materials, travel and meeting expenses, and administrative support.

### **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 J: STATE POLICY

**J1. [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.**

- ***Athletic Subsidies***—Virginia colleges and universities have an extraordinary opportunity to continue to attract and retain the most talented student-athletes. However, VA Code § 23.1-1309 contains outdated language that limits the amount of student fees and institutional support that an athletic department can receive, which will prevent Virginia colleges and universities from adequately compensating student-athletes and thereby from being nationally competitive. Increased flexibility under the law would greatly alleviate these challenges.
- ***Tech Talent Investment Program (TTIP)*** funding has been instrumental for technology education across Virginia's colleges and universities, fueling growth in computer science and engineering enrollment and driving up graduation rates. But as industry shifts, especially with the rapid rise of artificial intelligence, workforce needs are evolving faster than the current program can accommodate. Therefore, we support a comprehensive review of TTIP to broaden its reach, extend benefits to additional disciplines (including graduate programs), and build in the flexibility to enroll more students organically without needing to reallocate slots.

The Governor's Office took initial steps to amend the existing MOUs and the General Assembly adopted some of those enhancements during the 2025 Session. The budget item was vetoed, reverting back to the original MOU terms. Participating institutions have been modeling enhancements for the next biennial budget, including automatic increases in enrollment capacity, the addition of new majors, and a pathway for graduate student support. Because enrollment can ebb and flow with facility expansions, economic cycles, and emerging technology trends, we also endorse "carryforward" authority that would let institutions fund qualifying students even when annual allocations fall short. Full funding for all eligible degrees remains the ideal, but a carryforward mechanism would provide critical stability when headcounts dip, but fixed costs persist. The current TTIP MOUs expire at the end of FY2040, risking a funding gap while technology needs intensify. To safeguard the Commonwealth's long-term competitiveness, we propose anchoring TTIP's core funding within SCHEV's base budget which would preserve the program beyond 2040, expand its scope to new high-demand fields, accommodate both organic and reallocated enrollment growth, and allow any unfunded slots to carry over. This model would also ensure that the technology-education pipeline remains resilient and aligned with tomorrow's economic opportunities.

- ***Overhead for State Grants***—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 K: ADDITIONAL INFORMATION

**K1. [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.**

**State General Fund Requests (included in tab 6 of the financial plan)**

**1. Virginia Military Survivors and Dependents Education Program (VMSDEP) (\$7.2M in FY2027; \$8.9M in FY2028)**

The University requests funding for the Commonwealth's Virginia Military Survivors' and Dependents' Education Program (VMSDEP). This critically important program has experienced significant growth in recent years and is expected to continue to grow, with 380 waivers provided in FY2025 at a cost of more than \$8.9 million as compared to 36 waivers provided in FY2018 at a cost of \$573,000. It is projected that the number of waivers will continue to increase in FY2027 and FY2028, with 503 estimated waivers in FY2027 and 578 in FY2028, for a total cost of \$11.8 million in FY2027 and \$13.6 million in FY2028. The General Fund request for FY2027 and FY2028 is based on the variance between the total estimated waiver cost in FY27 and FY28 and the estimated portion of base-level state funding received in FY2025 for the Program.

**2. Affordable Access (\$6.0M in each year)**

As part of the amended budget for 2025, the General Assembly included approximately \$6 million to mitigate potential tuition and fee increases as part of UVA's FY2025 state appropriations. This funding was intended to limit tuition increases for the 2025-26 academic year, and UVA provided a credit to in-state undergraduate students equal to the previously approved 3.0% tuition increase for 2025-26. Because this funding was one-time in nature, UVA requests that this funding be continued as part of its base funding in the 2026-2028 biennium budget.

**3. In-state Undergraduate Financial Aid (\$312,000 in each year)**

The General Assembly included approximately \$312,000 for in-state need-based undergraduate financial aid as part of UVA's FY2025 state appropriations in its amended budget for 2025. Because this funding was one-time in nature, UVA requests that this funding be continued as part of its base funding in the 2026-2028 biennium budget.

**4. UVA Health Plan Premium Increases (\$6.9M in FY2027; \$10.5M in FY2028)**

UVA requests incremental funding to cover the general fund share of increases in employer premiums for E&G employees participating in the UVA Health Plan. By agreement with the Commonwealth, UVA operates its own self-insured health plan, with the state providing a share of funding for health insurance based on the lesser of the UVA premium or the state's COVA Care premium. The current funding methodology of the state is not an accurate reflection of UVA's health insurance pool. 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 assumes the actuarial values of the two separate health insurance pools are the same. 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 and has projected significant growth in costs for FY2027 and FY2028. The Commonwealth provides funding to cover the state share of the increases in employer premiums at all other Virginia institutes of higher education through a central appropriation. Since we manage our own health plan, we request \$6.9 million in FY2027 and \$10.5 million GF in FY2028 to fund the increase in the state's share of its health care plan which remains below the COVA Care premium. The funding request is

based on current enrollment in the UVA health plan and the employer share of rates that will be effective on January 1, 2027.

**5. Utilities Costs (\$601,000 in FY2027; \$988,000 in FY2028)**

UVA requests on-going general fund support for increased base utility costs driven by escalations in electrical, natural gas, and water and sewer rates in FY2027 and FY2028. Included in the request is general fund share of base utility costs for the three new E&G facilities coming online in FY2027 and FY2028 referenced above. These new buildings will increase the overall annual spend on utilities. Funding is requested to cover the GF share of projected utility increases impacting E&G activities based on the applicable state GF share of 30.9%.

**6. Operations and Maintenance (O&M) Costs (\$1.2M in FY2027; \$2.5M in FY2028)**

UVA requests ongoing general fund share for increased operations and maintenance (O&M) base costs, including funding for base O&M costs for three new E&G facilities coming online in FY2027 and FY2028: Fontaine Central Energy Plant, Karsh Institute of Democracy, and Paul and Diane Manning Institute of Biotechnology. This request provides the general fund share of projected annual increases in base O&M costs and the inclusion of base O&M costs for these three new facilities based on the applicable 30.9% E&G fund split for UVA.

**7. State Arboretum at Blandy Farm (\$407,000 in each year)**

UVA requests increased operating support for the 172-acre site in Clarke County that serves over 200,000 public, professional, and PreK-12 visitors annually with an emphasis on STEM and environmental education. Professional development is provided to adult learners, educators, UVA students, and science professionals. Service demands for PreK-12 students and educators continue to grow beyond current staffing levels. This request will help support salary/benefits costs for existing program personnel and increasing costs of program supplies, materials, and equipment, particularly for the PreK-12 programs.

**8. Degree/Certificate Programs Supporting Workforce Development and Internships (\$15.5M in FY2027; \$500,000 in FY2028)**

UVA requests one-time state support of \$15 million, to be matched 1:1 with University funds, to accelerate the creation and expansion of online, hybrid, and in-person degree and certificate programs that support working adults and career changers across the Commonwealth. This investment will focus on high-demand fields—such as business, health, data, and technology—and prioritize students in Charlottesville, Southwest Virginia, and Northern Virginia, with special attention to underserved and part-time learners. Funding will support critical start-up activities, including instructional design, curriculum development, learning infrastructure, and learner engagement platforms. Renovations and technology upgrades in Northern Virginia will support expanded hybrid learning opportunities and regional access. To further connect learners with meaningful career pathways, UVA requests \$500,000 in annual support beginning in FY2027 to build and sustain an expanded internship network aligned with workforce development needs across Virginia. This infrastructure would supplement UVA's current internship initiatives funded through V-Top and SCHEV. Together with a matching investment from the Commonwealth, we will be enabled 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.

UVA's expansions of existing programs and development of new programs in Northern Virginia is a response to the considerable unmet educational needs of individuals and organizations in the Washington Capital region (one of the largest MSAs in the country and an emergent technology hub). We anticipate learners and partnerships from a broad base of industries – technology and engineering, defense, education, real estate, media, and health care. These activities will be launched from our new space in Fairfax on the Inova campus that was made possible in part through state funding. State investment would help develop or expand in-demand educational options in the Northern Virginia market, to include the health care sector, a Master of Science in Data Science, and entry-level workforce training programs in technical fields, such as AI machine learning.

State investment would also help enhance online offerings by building on the success of our bachelor's online completion program, develop new bachelor's in high demand areas, redesigning or enhancing certificate programs in high demand areas, and forging new industry partnerships to identify and meet workforce needs.

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

In 2023, UVA launched a pan-university entrepreneurship initiative (UVA Innovates) to connect and build the entrepreneurial ecosystem across the University and region. UVA Innovates is a platform to catalyze innovation and entrepreneurship across the University and region by creating a coordinated entrepreneurial ecosystem to accelerate development of innovative technologies, expand innovation pathways for students, faculty, alumni, and investors, and create and grow successful new ventures through entrepreneurship and commercialization. Job creation and economic stimulation throughout the Commonwealth is an intended goal of the initiative.

Critical to the initiative is on-going funding support to translate technology and physical and health science research into marketable products. UVA has launched four components to meet specific needs within UVA's entrepreneurial ecosystem, mostly with one-time institutional funding. The Commonwealth included \$7.5 million in its recently enacted budget to support one component (the Commonwealth BioAccelerator). UVA has committed seed funding and matching support for these ventures, and therefore, UVA is requesting on-going state support for the three other components of the initiative:

- The Foundry (\$1M) - UVA's student-focused entrepreneurship outlet designed to allow students to explore transforming innovative ideas into potential commercial ventures. Funds would be used to support personnel and operating costs needed to provide adequate resources so students can continue to pursue innovative approaches with commercial potential.
- The Enterprise Studio (\$1M) – collaboration and technical spaces where faculty, research staff, and graduate students seek to commercialize their research. Funds would be used to support personnel and operating costs needed to provide adequate resources to connect the UVA research and entrepreneurial community to resources to navigate commercialization process.
- The Solutions Labs (\$3M) - a suite of laboratories that will focus on translating commercially viable research into high-demand, marketable solutions. On-going state support is needed to operate the Lab and provide seed funding for commercially viable research venture projects.

**10. Commonwealth Artificial Intelligence Institute (CAII) (\$500,000 in FY2027)**

UVA requests one-time planning funding for the creation of the CAII to develop a statewide ecosystem in Artificial Intelligence (AI). Creation of a coordinated statewide AI Institute will leverage statewide expertise and resources, increasing efficiency and reducing redundancies. Planning the Institute would occur in collaboration with other Virginia universities and public-private stakeholders. CAII is intended for the Commonwealth to be recognized as a global leader and expert in AI research and innovation, education and training, and economic and workforce development. The Institute would coordinate governmental, educational, industry, and philanthropic partners to accelerate marketable AI research, develop and grow an AI-ready workforce, and provide expertise on AI policy and use. Planning funds would be used to facilitate collaboration with stakeholders statewide, including economic development agencies and industry partners, to establish on-going partnerships with other universities, business, and education entities, and to develop strategy and operational details for a fully scaled Institute, including an operational budget and long-term funding plan.

**Capital Budget Requests (included in tab 7 of the financial plan)**

**1. Construct Center for the Arts (\$204.9M GF and \$110M NGF)**

If not provided in FY2026, UVA requests full construction authorization in FY2027 that was removed from the FY2025 higher education capital pool. NGF planning funds for the project were previously authorized in the 2024-2026 budget. The requested funding includes costs for building design, construction, project management, testing/inspection, and equipment/furnishings. NGF support will be provided from private gifts. The proposed facility will consolidate three major arts programs from older, deficient buildings into new energy-efficient state-of-the-art facilities at a single site, with significant opportunities for energy and other O&M cost reductions. Previous planning studies indicated that significant economies of scale can be realized by consolidating several arts programs in a single facility, reducing overall square foot need by 9-12%, and reducing facility lifecycle costs. The project Schematic Design cost package including plans, project manual, reconciled estimates, and value management report was previously submitted to DPB.

**2. Restore Maintenance Reserve Funding (\$4.5M in each year)**

Restores UVA's base Maintenance Reserve allocation at the FY2025 level of \$19.3 million; the FY2026 base allocation was reduced by \$4.5 million in [Item C-46](#) of the budget approved during the 2025 Session (Chapter 725).

**3. Authorize and Fund Planning for New Engineering Academic Building (\$5M)**

Requests authorization and \$5 million GF in FY2027 for detailed planning to move this project towards construction phase. Based on the findings and recommendations of several recent space studies, UVA plans to construct a new academic instructional and laboratory building to address the significant needs of the School of Engineering and Applied Science. A new, modern facility will address a significant portion of the documented space deficit identified in the University's STEM precinct study and the 2018 Engineering Integrated Space Plan study while also serving important programmatic goals. While still in the preliminary stages of pre-planning and programming, we currently envision an approximately 190,000 GSF facility; the exact scope, schedule, and budget will be better defined as planning and programming continue.