

The Sullivan Years at UVA August 2010 to August 2018

As the University of Virginia's eighth president, Teresa Sullivan improved and strengthened the University in countless ways. Although some of the University's many achievements during her tenure received less publicity than the intermittent crises that occurred, the effect of those achievements on University life has been substantial, and in some areas, critical.

President Sullivan planned and executed these many improvements at UVA in collaboration with its Board of Visitors, vice presidents, deans of the University's 11 schools, and representatives of their faculty. As she told the board in 2012, "Corporate-style, top-down leadership does not work in a great university. Sustained change with buy-in does work." On another occasion, she described her vision to the Board this way: "We continuously improve the University, one faculty appointment at a time, one cost-saving measure at a time, one new initiative, project, or decision at a time. And the effect is cumulative."

This document describes key accomplishments in major areas of the University's endeavors during the Sullivan presidency. Many of these accomplishments were guided by the Cornerstone Plan, the strategic plan conceived and adopted under President Sullivan's leadership. Building broad support for a sound strategic plan is an accomplishment in and of itself. More than 10,000 constituents provided input for the Cornerstone Plan, and President Sullivan secured commitment from the Board of Visitors.

The real, enduring achievements of a strategic plan, however, come from setting the right goals and then achieving those goals. As the following pages demonstrate, the University compiled a remarkable record of achievements under President Sullivan's leadership.

Faculty

President Sullivan and other University leaders focused intently on building faculty excellence as UVA approached its third century. From the moment President Sullivan arrived, she recognized that the generational turnover of faculty, as the Baby Boomer generation retired, posed both a great risk and a great opportunity.

Hiring the next generation of faculty wisely would be an opportunity to strengthen the University. President Sullivan took the following steps:

- Proposed an aggressive plan to elevate the average annual UVA faculty salary to the top third of the Association of American Universities (AAU), an organization of the nation's most prestigious research institutions, and secured the Board of Visitors' commitment to funding that plan.

- Established a four-year schedule and funding methodology to recruit and retain talent to ensure faculty quality.
- Personally participated in recruiting key potential hires and in retaining key faculty who had received offers elsewhere.
- Launched a successful program of cluster hires — hiring a group of faculty with related research interests, in the same academic department or in different departments, to create an area of research strength. The University has made successful cluster hires in Global Markets, Cloud-Scale Data Analytics, Design Thinking, Biomedical Data Science, Youth Violence Prevention, Autism Spectrum Disorder, Neuroscience, and other areas.
- Initiated target of opportunity searches (TOPS) to enhance faculty quality and diversity. With TOPS hires, UVA focuses on high-profile researchers and scholars who could strengthen the University, even if faculty lines are not available at that moment in that particular field.
- In Fall 2017, UVA hired 103 new tenured and tenure-track faculty members — one of the most diverse groups of new faculty ever hired at UVA, with 31 percent underrepresented minorities and 32 percent women.

Students

The Cornerstone Plan recommitted the University to enhancing its already distinctive residential student experience. Under President Sullivan’s leadership, the University restructured its advising program under the banner of “Total Advising,” with the new Dathel and John Georges Student Center now located in Clemons Library, and greatly expanded the UVA Career Center, including a new Internship Center. She created, and secured the Board’s commitment to fund, the Affordable Excellence program, which caps student indebtedness for both low- and middle-income Virginians and increases grant aid, while offering options for a stronger degree of predictability for families over the course of a student’s four-year career on Grounds. President Sullivan taught a College Advising Seminar and served as academic adviser to undergraduate students. The number of undergraduate admission applications increased from 22,124 in 2010 to 37,221 in 2018.

Other accomplishments include:

- The Virginia Alumni Mentoring Program.
- The Meriwether Lewis Institute for Citizen Leadership to equip students with practical leadership skills.
- The Tri-Sector Leadership Fellowship program with the Darden School of Business, Frank Batten School of Leadership and Public Policy, and School of Law
- The Entrepreneurship minor, with any UVA undergraduate able to enroll.
- Expanded number of College Advising Seminars.
- Undergraduate Student Opportunities in Academic Research Program (USOAR) to match undergraduate students who do not have previous significant experience in

research with a paid research position. More than 200 students have participated in the program since its inception in 2013.

- New support for transfer students through welcome programs and a Transfer Advisory Board comprised of transfer students and Student Council representatives.
- Network and programming for first-generation college students at UVA. The network connects these students with one another and with faculty members who were first-generation college students themselves.
- New student space at 1515 University Avenue, with Career Center staffing.
- The Multicultural Student Center.
- Expanded student opportunities to study and work abroad. (*See Global Outreach.*)
- Launched multiple initiatives for student safety, including creating new late-night, alcohol-free programming for students.

The Health System

The University of Virginia Health System was transformed under President Sullivan's leadership. She created the position of Executive Vice President for Health Affairs to coordinate the hospital, School of Medicine, and University Physicians Group. President Sullivan recruited Dr. Richard P. Shannon from the University of Pennsylvania to fill this position. Together, they recruited Dr. David Wilkes to be dean of the School of Medicine, and Pamela Sutton-Wallace to be CEO of the hospital. This leadership team has addressed many problems and pursued many new opportunities, improving patient care and morale throughout the Health System, and securing the hospital's finances.

The hospital introduced the "Be Safe" initiative, with the goal of making the UVA Health System the safest place in the country to work and to receive care. National metrics have shown steady improvement in patient safety.

The reorganization, leadership, and strategic plan put the hospital in position to face the increasing competitive pressures and the trend toward consolidation in the industry and the many changes in health insurance and health care financing. Recent successes include:

- In 2016, UVA announced that it would launch a new research and education partnership with Inova Health System in Northern Virginia. The relationship includes plans to develop a Global Genomics and Bioinformatics Research Institute at the Inova Center for Personalized Health; a cancer-research partnership; and a regional campus of the UVA School of Medicine on the Inova campus.
- UVA's hospital was named the #1 hospital in Virginia by *US News & World Report* two years in a row. In the most recent rankings, six specialties – ear, nose and throat; cancer; diabetes and endocrinology; cardiology and heart surgery; orthopedics; and urology – were rated among the top 50 nationally. Four additional specialties – gastroenterology and GI surgery; neurology and neurosurgery; nephrology; and pulmonology – were rated among the top 10 percent nationally. Key factors in these rankings are quality and safety.

UVA's College at Wise

President Sullivan was particularly attentive to the needs of UVA's College at Wise, the four-year liberal arts college in Wise, VA. The College at Wise is the third state agency (along with the Academic Division and the Health System) for which she was responsible. President Sullivan received the College at Wise 2016 Samuel L. Crockett Award for her efforts. Those efforts included:

- Securing separate professional accreditation for the College's program in chemistry.
- Enhancing student recruiting capabilities.
- Advocating for retaining the College's Army ROTC affiliation.
- Assisting with fundraising for the College and enhancing its representation in Richmond and in Washington, DC.
- Providing enhanced health care options for College students and employees.
- Assisting the College in becoming a member of the NCAA Division II.

During President Sullivan's presidency, the College at Wise achieved the following:

- Recruited Chancellor Donna Price Henry.
- Initiated the Annual Southwest Virginia Economic Forum, bringing together 350+ stakeholders to work on economic revitalization.
- Secured \$20 million Carl W. Smith Bicentennial Scholarships, the largest gift in UVA-Wise history.
- Jointly hosted the Virginia Gubernatorial Debate with the UVA Frank Batten School of Leadership and Public Policy, the first gubernatorial debate to be held in Southwest Virginia in history.
- Completed the College's largest capital projects, a \$37 million library and the David Prior Convention Center.
- Initiated Envisioning 2020 Strategic Plan approved by the Board of Visitors.
- In June 2013, exceeded the \$50 million goal for the "Fulfilling the Dream" campaign, raising \$62 million by the campaign close.

Advancement

President Sullivan came to UVA during the Great Recession, which increased the significant financial pressures that already existed in higher education. In spring 2013, she led the University to completion of its \$3-billion capital campaign. Total new philanthropic commitments increased from \$214 million in 2010 to \$556 million in 2018—UVA's best year *ever* for philanthropic support. UVA's Long-Term Pool, which consists of the endowment and other long-term funds held by the University, increased from \$4,454.7 billion in 2010 to \$8,621.4 billion in 2018. President Sullivan led preparations for the University's bicentennial, which began in October 2017, and the related Third Century Campaign.

Other accomplishments include:

- Raised funds for Rotunda Restoration.
- Created new emphasis on deferred giving.
- Energized and enlarged the Parents Fund Committee, which has supported a variety of student-focused programs.
- Led activities focused on articulation of the priorities emerging from The Cornerstone Plan; generated interest in, and support for, the pan-University priorities of need-based scholarships, faculty support, and the Jeffersonian Grounds Initiative; and introduced new academic leaders and their visions for their individual schools/units.
- Supported the development and growth of GivingtoHoosDay, a 24-hour online giving program with particular focus on young alumni.
- Developed, with Board of Visitors' approval, Bicentennial endowment programs to match donor gifts for scholarships, fellowships, and professorships with support from the Strategic Investment Fund.
- Personally cultivated the largest donors and often negotiated the final size and terms of the gift.

Administration

At President Sullivan's initiative and insistence, the University developed a new financial model that allows each unit to keep its revenues and be responsible for its own costs, with a tax for centrally provided services such as the libraries. This model changed incentives and, as a result, behavior. Units are now more entrepreneurial and more cost-conscious.

President Sullivan launched a program in Organizational Excellence, leading to substantial cost savings across the institution. The program sought opportunities to enhance the University's stewardship of all its resources — from financial to facilities, from technological resources to human resources — and align its processes, technology and people to support institutional priorities. The program's many accomplishment include:

- Centralized graduate admissions applicant processing
- State consortia purchasing of library materials
- Consolidation of training
- Resource utilization tracking
- Negotiated contract savings
- University-wide software site licenses
- Cluster administrative services in schools and units
- Single sign-on systems
- Shared research equipment

UVA's Sustainability Program, which saves both money and resources, was awarded the U.S. Department of Education's Green Ribbon Award in 2015, one of only nine post-secondary institutions to receive this honor nationally, and the only one in Virginia.

In 2014, UVA introduced the Center for Leadership Excellence and Succession Development Program for employees. These efforts support the University's culture of shared leadership — the idea that everyone is a leader, regardless of position.

Two years later, UVA launched a Strategic Investment Fund, putting its cash reserves to work. The University necessarily holds cash reserves for many purposes — for long-term maintenance of the physical plant, for the hospital, for its self-insured insurance plans, many smaller needs, and to maintain its AAA bond rating, which minimizes borrowing costs. The Strategic Investment Fund lets those reserves earn a real market return. The Board of Visitors allocates the resulting income to key strategic projects on the advice of a committee that carefully reviews proposals from across Grounds.

Leadership Team

No university president can lead without a strong team; the recruitment and appointment of key personnel is one of the president's most important functions. The strength of a University is in its people — in its faculty and staff, and particularly in its leadership. President Sullivan made many important and successful administrative appointments during her tenure. The leaders she recruited include:

- Patrick D. Hogan, Executive Vice President and Chief Operating Officer
- Dr. Richard P. Shannon, Executive Vice President for Health Affairs
- John D. Simon, and then Thomas C. Katsouleas, Executive Vice President and Provost
- Dean Ian B. Baucom, College and Graduate School of Arts & Sciences
- Dean Scott C. Beardsley, Darden School of Business
- Dean Craig H. Benson, School of Engineering and Applied Science
- Dean Risa L. Goluboff, School of Law
- Dean Elizabeth Meyer and then Dean Ila Berman, School of Architecture
- Dean Allan C. Stam, Frank Batten School of Leadership and Public Policy
- Dean John Unsworth, Dean of Libraries
- Dr. David S. Wilkes, School of Medicine
- William J. Antholis, Executive Director of the Miller Center
- Donna Price Henry, Chancellor for the University of Virginia's College at Wise
- Ronald R. Hutchins, Vice President for Information Technology
- Mark Luellen, Vice President for Advancement
- David W. Martel, Vice President for Communications and Chief Marketing Officer
- Dr. Marcus L. Martin, Vice President for Diversity and Equity (previously interim)
- Melur Ramasubramanian, Vice President for Research
- Alice J. Raucher, University Architect
- Kelley Stuck, Vice President for Human Resources

- Pamela Sutton-Wallace, CEO of the Medical Center
- Carla Williams, Director of Athletics

Diversity

As the nation and the Commonwealth worked toward greater diversity and inclusion, President Sullivan led initiatives that ensured UVA was a welcoming, respectful environment for people of all backgrounds, beliefs, customs and opinions. President Sullivan was honored with the 2018 MLK Community Service Award.

Achievements included:

- Recruited and rewarded faculty and staff from minority backgrounds.
- Created departmental status for African-American and African Studies and for Women, Gender & Sexuality.
- Created the Ad Hoc Committee on University Culture and Climate, and implemented its recommendations.
- Initiated alumni advisory groups with diverse membership.
- Increased number of Blue Ridge Scholarships and University Achievement Awards.
- Expanded the number and types of annual Martin Luther King, Jr. Community Celebration events with the Charlottesville-Albemarle community.
- Opened the Multicultural Student Center opened in Newcomb Hall in Fall 2016.
- Launched the Respectful Workplace Initiative in 2012, which helps create an atmosphere of openness and respect. Faculty and staff are encouraged to take the Respect@UVA training.

	Minority* Totals							
	2010	2011	2012	2013	2014	2015	2016	
Undergraduate Students	3643 (25.5%)	3907 (27.0%)	4058 (27.8%)	4138 (28.3%)	4235 (28.4%)	4457 (28.9%)	4575 (29.2%)	4796 (30.2%)
Graduate Students	907 (13.7%)	1073 (16.2%)	1110 (17.0%)	1103 (17.1%)	1080 (17.0%)	1080 (16.9%)	1147 (18.2%)	1227 (18.9%)
Faculty	309 (12.7%)	328 (13.6%)	325 (13.4%)	351 (14.5%)	375 (15.2%)	399 (15.5%)	440 (16.5%)	483 (17.5%)
Staff	1084 (17.7%)	1115 (18.1%)	1120 (18.2%)	1158 (18.9%)	1168 (19.2%)	1156 (19.0%)	1171 (19.4%)	1244 (19.4%)

*The "minority" category includes: African American, Asian American, Hispanic American, Multi-Racial American, Native American or Alaskan, Native Hawaiian or Pacific Islander.

Research

Although faculty members conduct research, President Sullivan and members of her administration have supported and encouraged research, and helped secure unprecedented funding. These accomplishments include:

- In the five-year period following the end of the federal stimulus program, UVA's external research awards grew nearly 25%, from \$283,000,000 in FY13 to \$353,000,000 in FY17.
- In FY18, UVA received \$394,000,000 in external research awards—the highest number in UVA history.
- In the most recent NSF Higher Education Research & Development (HERD) Survey, based on FY16 data, UVA rose six spots in the rankings for all R&D expenditures and two spots for federal R&D expenditures.
- President Sullivan led the proposal for the Virginia Innovation Partnership, which the US Department of Commerce awarded through its i6 Economic Development competition.
- UVA enhanced its partnerships with Rolls Royce, AstraZeneca, and Micron, strengthened relationships with Novo Nordisk and Siemens, and developed new ones with MedImmune, Northrop Grumman, Lily, and Health Diagnostics Lab.
- UVA created a new Innovation Seed Fund to invest \$10 million over 10 years to help commercialize UVA technologies and opportunities.
- UVA reshaped the Licensing and Ventures Group to accelerate commercialization of faculty research. In 2017, the LVG executed 204 invention disclosures and 81 commercial transactions, and was awarded 43 US patents — the highest numbers in UVA history.

Interdisciplinary Initiatives

The University allocated and secured funding for new interdisciplinary centers in emerging areas of research. They include the Data Science Institute; Brain Institute; Environmental Resilience Institute; Global Infectious Diseases Institute; and the Contemplative Science Center.

UVA opened Open Grounds, a central collaboration space for faculty and students to work across disciplinary boundaries to create, innovate, and dream.

The Rural Virginia Initiative brought together faculty and staff from areas across Grounds to develop concrete policy proposals for stimulating economic growth throughout the Commonwealth.

The Advanced Research Institute, launched in 2011 and headquartered at the UVA Research Park, offers ways for UVA researchers to connect with federal agencies that have not previously worked with UVA. The Institute supports applied research, education, and training, with a particular focus on homeland security, national intelligence, and defense.

The Global Genomics and Bioinformatics Research Institute (*see Health System*) will bring together physicians, scientists, and engineers from UVA and other institutions to solve difficult, pressing problems in biomedical research.

Global Outreach

President Sullivan prioritized global outreach, making numerous international trips to China, India, the United Kingdom, France, Germany, and other destinations during her presidency. She met with key government officials and often spoke to standing-room-only crowds of UVA alumni and parents of current students from these countries.

Other accomplishments include:

- Created a Global Internships Program, offering interns crucial on-the-job-training and providing them with valuable, cross-cultural experiences they will need to thrive in an increasingly interconnected world.
- Established a permanent UVA office in Shanghai to strengthen the University's academic programs, research, internships, alumni engagement, and recruitment of students.
- Formed partnership with MAXNET Energy, an initiative of Germany's Max Planck Society, to advance research on new, renewable, environmentally friendly and economical energy sources. The partnership is providing new research and education opportunities for the University's researchers and students.
- Launched a new major in Global Studies with four concentrations: Global Development; Global Public Health; Environments and Sustainability; and, Security and Justice.
- Increased UVA's offerings in global- and service-learning activities, which include study-abroad, J-term, embedded semesters, internships, research, and service. For the first time *ever*, in the 2016-17 academic year, UVA had more than 3,000 students involved in education-abroad activities around the world.
- Launched "UVA London First" and "UVA Shanghai First" programs that allow first-year students to begin their undergraduate careers overseas.
- UVA received a 2015 Senator Paul Simon Award for Campus Internationalization. UVA was one of only five institutions nationwide to win the award.

Governmental Relations

President Sullivan improved the University's federal relations, establishing a sustained presence in Washington, D.C., by visiting there at least once a month. Related accomplishments include:

- Forming strong relationships with the Virginia delegation in Congress and with UVA alumni in Congress representing other states.

- Forming relationships with national policy makers in the executive branch and in the key funding agencies, such as the National Science Foundation and the National Institutes of Health.
- Expanding knowledge about UVA’s research capabilities, especially in engineering and medicine, among congressional and federal agency leaders.
- Empowering UVA academic leaders to amplify the UVA brand and accomplishments among federal leaders, think tanks, philanthropic organizations, and higher education associations.

In addition, President Sullivan improved on the University’s state relations by forming and maintaining strong relationships with Governors McDonnell, McAuliffe, Northam, and their key cabinet officers. Other accomplishments include:

- Met regularly with legislators to inform them about key UVA issues. Formed and maintained strong relationships with legislative leaders of both parties and with many individual legislators.
- Created “Hoos on the Hill” programs to engage with UVA alumni who work on Capitol Hill.
- Attracted state funding for numerous capital projects since 2011, each of which required a special appropriation in a time of budget scarcity:

Rotunda Restoration	\$25M
Cabell Hall Renovation	\$67M
Ruffner Hall Renovation	\$19.3M
Lab renovations (start-up packages)	\$4.0M
Center for Human Therapeutics	\$9.0M
Gilmer Hall and Chemistry Building Renovation	\$126.7M
Alderman Library Phase I Planning ¹	\$7.5M
Physics Building Renovation Planning ²	\$2.0M

Exploring the Past to Envision the Future

In preparation for the University’s bicentennial, President Sullivan committed the University to a candid exploration of its history, including the uncomfortable elements of UVA’s past.

In 2013, she established the President’s Commission on Slavery and the University, and in 2018, she launched the President’s Commission on the University in the Age of Segregation. She established the Bicentennial Commission and named co-chairs Dr. Robert W. Battle and Thomas F. Farrell II, and led planning for the Bicentennial Celebration Launch, held in

¹ Total project cost (planning + construction)=\$152.5M

² Total project cost (planning + construction)=\$35.0M

October 2016, as well as ongoing Bicentennial events that included a Women's Global Leadership Forum.

Key achievements include:

- Creating plans for a new Memorial for Enslaved Workers at UVA, now approved by the Board of Visitors.
- Restoring and commemorating the rediscovered African American Cemetery at UVA.
- Hosting two national symposia titled "Universities Confronting the Legacy of Slavery" and "Universities, Slavery, Public Memory, and The Built Landscape."
- Naming a new residence hall Gibbons House, after William and Isabella Gibbons, a couple who were enslaved at UVA and who became community leaders after emancipation; naming a new administrative building for Peyton Skipwith, an enslaved laborer and stonemason who helped build the Academical Village; naming a UVA medical building for Vivian Pinn, a distinguished African-American alumna and physician.
- Forming a national consortium named "Universities Studying Slavery," which now includes 35 institutions.
- Creating the Cornerstone Summer Institute, a camp for high school students to learn about slavery and its legacies at UVA and in the region.
- Honoring the legacy of Gregory Swanson, the first African-American student to enroll at UVA.

National Academic Leadership

President Sullivan was recognized as a leader by her peers, by the leaders of national higher education organizations, and by the presidents of other major universities. President Sullivan served in multiple positions of academic leadership outside UVA, and she received numerous recognitions for her achievements as a scholar and leader. These include:

- Fellow of the American Academy of Arts & Sciences and of the American Association for the Advancement of Science
- Chair of the Council of Presidents for the Association of Governing Boards of Universities and Colleges
- Chair of the Board of Directors of the Association of Public and Land-grant Universities (APLU) and of the Business Higher Education Forum
- Member of the Board of Directors, American Council of Education (ACE) and the Association of American Universities (AAU)
- Co-Chair of the National Research Council's Committee on Improving Higher Education's Responsiveness to Regional STEM Workforce Needs
- Member of the Board of Directors for the Northern Virginia Technology Council, the trade association of the technology industry in Northern Virginia

- Member of the executive committee of the Virginia Business Higher Education Council
- Gubernatorial appointee to the Virginia Innovation and Entrepreneurship Investment Authority; the Task Force on Civic Engagement Among Millennials; and the Higher Education Advisory Board.

Closing Message from President Sullivan

The achievements documented in this publication are the outcomes of years of diligent work by many people who care deeply about the University of Virginia. So it's appropriate for all of us, as members of the UVA community, to reflect on our years of collaboration and the many things that we have accomplished for UVA by working together.

In 2017, we began our celebration of the University's bicentennial. This milestone in UVA history provided a moment of reflection, when we looked backward to examine our history with clarity and candor. More importantly, however, it gave us the opportunity to look forward to UVA's third century, and we can do so with great hope and optimism for what the future holds.

The accomplishments described in these pages have positioned UVA to thrive in the years ahead. Students, alumni, faculty, staff, parents, past and present members of the Board of Visitors, our partners in the General Assembly, and many others deserve credit for the strong foundation that we have created for UVA's future. Thank you all.

More than 200 years ago, Thomas Jefferson, James Madison, and James Monroe presided over the laying of the University's cornerstone. This simple, symbolic act set in motion a great experiment in higher education and the creation of what would become one of the nation's great universities — and one of its greatest treasures. In recent years we have carried on the work that Mr. Jefferson and his colleagues began, with steadfast commitment to our University and to the greater good.

For your dedication to this grand collaborative project, and for your support and encouragement over the years, I will always be very grateful.

Thank you.

Teresa A. Sullivan