We serve the University community by aligning resources with institutional priorities in the endless pursuit of excellence.

### ELEMENTS OF THE VISION
- Enrich and Strengthen UVA’s Distinctive Residential Culture
- Advance knowledge and serve the public
- Provide Engaging Educational Experiences
- Assemble and support distinguished faculty
- Steward resources to promote excellence and affordable access
- Provide excellent clinical care in a safe environment

### OUR VALUES
- Transparency
- Innovation
- Decision-Making & Execution
- Excellence

### TEAMWORK

### UNIVERSITY PRIORITIES

### OPERATIONS UNITS
- HR | Facilities Management | Architect | Business Operations | State Relations |
- Clery Compliance | Organizational Excellence | Economic Development | Policy | Operations Communications

### PARTNER FOUNDATIONS
- UVA Foundation | UVIMCO

### VALUES
- Mission focused. Pursuing excellence together. Supporting the University community.

### GOALS
- Support the University’s efforts to improve affordability for undergraduate students
- Support the University’s efforts to expand research and sustain excellence in teaching by attracting and retaining a distinguished and diverse faculty
- Optimize capital markets and liquidity access to fuel strategy while maintaining a top-tier credit rating
- Manage enterprise risks related to strategic objectives
- Complete Ufirst project and transition to UVA HR (supported by Workday)
- Complete finance transformation planning and assessment phase
- Develop robust and effective financial reporting and analytical tools to aid decision-making and support the University Financial Model
- Develop an institutional data strategy
- Continually improve processes and sharpen expertise to deliver excellent service across the University
- Plan for current and future land use and physical space needs of academic, research, and healthcare programs
- Develop an IT strategy and roadmap in partnership with VP for IT and the Health System CIO; expand implementation and secure stable funding for research IT infrastructure and other important IT initiatives
- Implement enhancements to public safety, security, and emergency response
- Lead policy and operational conversations among Virginia’s public institutions of higher education and state officials
- Establish UVA’s economic development goals and priorities and develop strategy for implementation
- Communicate the University’s impact on the region and the Commonwealth to internal and external stakeholders
- Build organizational capacity for change
- Build and maintain high-performing, diverse, and engaged teams by delivering an improved employment experience through effective hiring and promotion, exceptional training and development, and responsive career planning
- Promote learning and application of innovation, quality, improvement, and change

### NEAR-TERM COMMITMENTS
- Improve financial aid process and tools for undergraduate applicants; assess the effectiveness of University-funded financial aid
- Partner with Provost and VP for Research to facilitate key faculty hires by providing essential resources and services
- Support Bicentennial Scholars and Bicentennial Professors programs and endowment agreement execution in partnership with University Advancement
- Create a model to promote appropriate risk-taking in support of strategic opportunities
- Formulate a multi-year major capital project program
- Implement Phase I of Identity and Access Management system
- Update existing Mutual Aid agreement with local agencies
- Develop a comprehensive business case, community engagement plan, future state design, and implementation map for finance transformation
- Establish Campus Security Authority identification, tracking, and training processes and procedures to align with updated HR technology
- Implement portfolio management to improve coordination among projects
- Continue to negotiate a restructured relationship with the State
- Support regional and state economic development efforts to recruit industry to Virginia
- Convene Economic Development Council to provide direction on priorities and execution
- Collaborate with UVA-Wise and Planning Districts 1 & 2 to promote health, education, and economic prosperity
- Launch UVA HR with supporting services, processes, technology
- Develop a three-year HR strategic plan
- Deliver high-value, effective consulting services across the University
- Partner with schools and units to provide mission-centric support
- Strengthen internal communications across the University

March 2018