

HONOR *the* FUTURE THE CAMPAIGN FOR THE UNIVERSITY OF VIRGINIA

ENVISION

FALL 2022

GAME CHANGER

MALCOLM BROGDON'S WINNING PLAY

TEST OF TIME

BLAKE AND PAULETTE MORANT
ARE STILL PASSIONATE ABOUT
UVA—50 YEARS LATER

SURVIVAL TOOL

WHEN DISASTER STRIKES,
THE RAFT IS THERE TO HELP

BESTING THE WATERS

ENDOWED SCHOLARSHIPS
BUOY TWO SWIMMERS

DATA DRIVEN

CAROL MANNING'S MISSION
TO GIVE ALZHEIMER'S
PATIENTS BETTER LIVES

THE GOOD DOCTOR

A LIFETIME OF GIVING BACK
THAT BEGAN IN WISE COUNTY

PERSISTENCE PAYS

LESLIE OVIEDO FINDS HER
PLACE AT MCINTIRE



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GREEN
GIFT

**JUST
DOWNSTREAM:**

Mayor Robin
Schick of the
Town of
Colonial Beach.

ENVISION

FALL 2022
VOL. XXIX

Through storytelling, design, and video, Envision illustrates the power of philanthropy across the University by showing the many ways in which alumni, parents, and friends demonstrate their devotion to—and play a vital role in—the life of this institution.

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Malcolm Brogdon
(Col '15, Batten '16)

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GAME CHANGER


MALCOLM BROGDON
CAMPAIGN CO-CHAIR

A career like Malcolm Brogdon's (Col '15, Batten '16) is what a young basketball player dreams of: After Brogdon's final season at UVA in 2015-2016, he was the Virginia Men's Basketball program's ninth leading scorer. That season he was unanimously named First Team All-American, ACC Player of the Year, and ACC Defensive Player of the Year. Brogdon went on to be named 2016-17 NBA Rookie of the Year and now plays for the Boston Celtics.

The award that might be the truest reflection of Brogdon as a person, though, is the NBA J. Walter Kennedy Citizenship Award, which he received in 2020 in recognition of his actions off the court. This honor is presented annually by the Professional Basketball Writers Association to a player, coach, or athletic trainer who shows outstanding service and dedication to the community.

In July 2020, Brogdon launched the Brogdon Family Foundation, which supports Hoops4Humanity and the JHA Education Project. Hoops4Humanity funds school-based clean water projects and other efforts in Africa to enhance health, education, and opportunity, especially for girls and women. The JHA Education Project provides literacy, STEM, and college preparatory programming for students in underserved communities and is named for Brogdon's grandfather John Hurst Adams, a former civil rights leader, Paul Quinn College President, and bishop of the AME Church.

Now, future Virginia Men's Basketball players will be supported by the Malcolm Brogdon Bicentennial Scholarship as they work to achieve their dreams on the court and in the classroom. Brogdon, who was awarded the 2015-2016 Peele Rakowski Endowed Scholarship while at the University, wanted to give other promising young players the opportunities he had when he attended UVA.

Brogdon sees the University of Virginia as another starting point for exponential good. "I think UVA has only reached the tip of the iceberg in terms of the things it can succeed in, whether it's academics or athletics. I think that's what UVA is all about. It's about giving back. It's about leadership. It's about helping those around you." 



**A CHAMPION
FOR GOOD**
Malcolm Brogdon's
work benefits
future Cavaliers,
students in the
U.S., and girls and
women in Africa.

GIVING MILESTONES

Gifts honoring the future across Grounds are advancing priorities that support President James E. Ryan's vision for UVA to become the best public university by 2030 and one of the very best in the world. The campaign promises to transform the student experience, strengthen support for faculty, and accelerate innovation and discovery.

"John Nau has made an incredibly generous contribution toward strengthening democracy through his gift to the Karsh Institute, which will galvanize its growth and impact at UVA and beyond. I am deeply grateful to John for his steadfast support and leadership in this area, as well as in the study of the Civil War, both of which enrich our understanding of our country's history and its future."

—PRESIDENT JAMES E. RYAN

LEADERS IN PHILANTHROPY

The **John L. Nau III Foundation** made a series of gifts to the University, including significant support for the Karsh Institute of Democracy and the John L. Nau III Center for Civil War History within the College and Graduate School of Arts & Sciences. In addition, 10 democracy professorships were created in the history, politics, classics, and philosophy departments, along with the foundation's generous endowment funding to invite visiting professors and practitioners to bring additional expertise and perspectives to the Democracy Initiative.

An anonymous former student-athlete made the largest single commitment in the history of the Virginia Athletics Foundation's history. The bequest will benefit the **Department of Athletics** and promises to make a significant difference in the lives of future UVA athletes.

Robert M. White Jr. (McIntire '87) made a gift to initiate funding for the new Center for Real Estate and the Built Environment at the McIntire School of Commerce. This is White's second major gift in support of real estate at the University, following his gift to the McIntire School to create the Bicentennial Professorship Fund in Real Estate Finance.

A gift from **Terry Daniels (Col '66)** to establish the UVA Within Reach Blue Ridge Scholarship received matching funds through the Blue Ridge Scholars Program to help out-of-state students from middle-income families attend the University. The scholarship will reduce both work and loan obligations, enabling middle-income students more time for study and career preparation.

A commitment from **Donna (Ed '79) and Richard ('78 McIntire) Tadler** created the Donna and Richard Tadler University Professorship of Entrepreneurship along with matching funds from UVA's Bicentennial Professorship Fund. The Tadler University Professorship will be a critical step toward providing full support for a distinguished scholar in the field of entrepreneurship.

Anonymous donors have made a transformational commitment to **UVA Cancer Center** to create the Translational Orphan Blood Cancer Research Initiative Fund. This fund will support research focused exclusively on often-neglected blood cancers and far-reaching activities to bring attention to these rare forms of cancer.

Two commitments from the **Manning Family Foundation** are fueling vital discoveries at the School of Medicine. The foundation's funding will support Dr. Kenneth Brayman's research in autoimmune Type 1 diabetes and Dr. William Petri's research in the pathogenesis of infectious diseases.

School of Law alumni have recently established 31 new named, unrestricted endowments at the Law School Foundation. Endowment funds supplement scholarships, professorships, fellowships, programs, and other areas where support is needed most.

Brad and Laura Glass have endowed a fund at UVA Cancer Center to support research focused on the understanding, treatment, and potential cure for LGL leukemia. In addition to their outright gift, the Glasses have committed additional funding through their estate to augment this fund in the future.

Through a charitable remainder unitrust, **Robert H. Ruff (McIntire '81)** has planned unrestricted support for diversity, equity, and inclusion initiatives at the University.

CAMPAIGN MOMENTUM

The Honor the Future Campaign is inspiring initiatives across Grounds. As a place dedicated to community, discovery, and service, UVA is committed to remaining a leader in higher education and in serving the public. The campaign supports this commitment.

CELEBRATING

\$4.2
BILLION

IN GIFTS

Many have joined the University of Virginia in its mission to serve our world—and our future—through teaching, research, and patient care. The thousands of gifts made by the alumni, parents, and friends of the University each year are an indispensable source of support for the University of Virginia.

BICENTENNIAL SCHOLARS FUND

The campaign's most immediate goal has been to fund new scholarships for undergraduate students. Scholarships are fundamental to the University's mission as a public institution serving students from the commonwealth of Virginia, the nation, and the world.

In December 2020, President Ryan announced an additional investment of \$30 million in strategic matching funds to support need-based scholarships at UVA and UVA Wise. The University's Bicentennial Scholars Fund match was so successful that UVA has designated \$10 million of the investment to expand matching opportunities for gifts to the Blue Ridge Scholars program and the University Achievement Awards.

TOTAL IMPACT WITH MATCHING FUNDS

\$577 MILLION

WITH 496 NEW SCHOLARSHIP ENDOWMENTS AS OF JUNE 2022

BICENTENNIAL PROFESSORS FUND

Of the nearly 160 professorships created in this campaign, over 122 have leveraged matching funds through the Bicentennial Professors Fund established by the Board of Visitors in 2017.

TOTAL IMPACT WITH MATCHING FUNDS

\$421 MILLION

WITH 122 NEW ENDOWED PROFESSORSHIP POSITIONS AS OF JUNE 2022



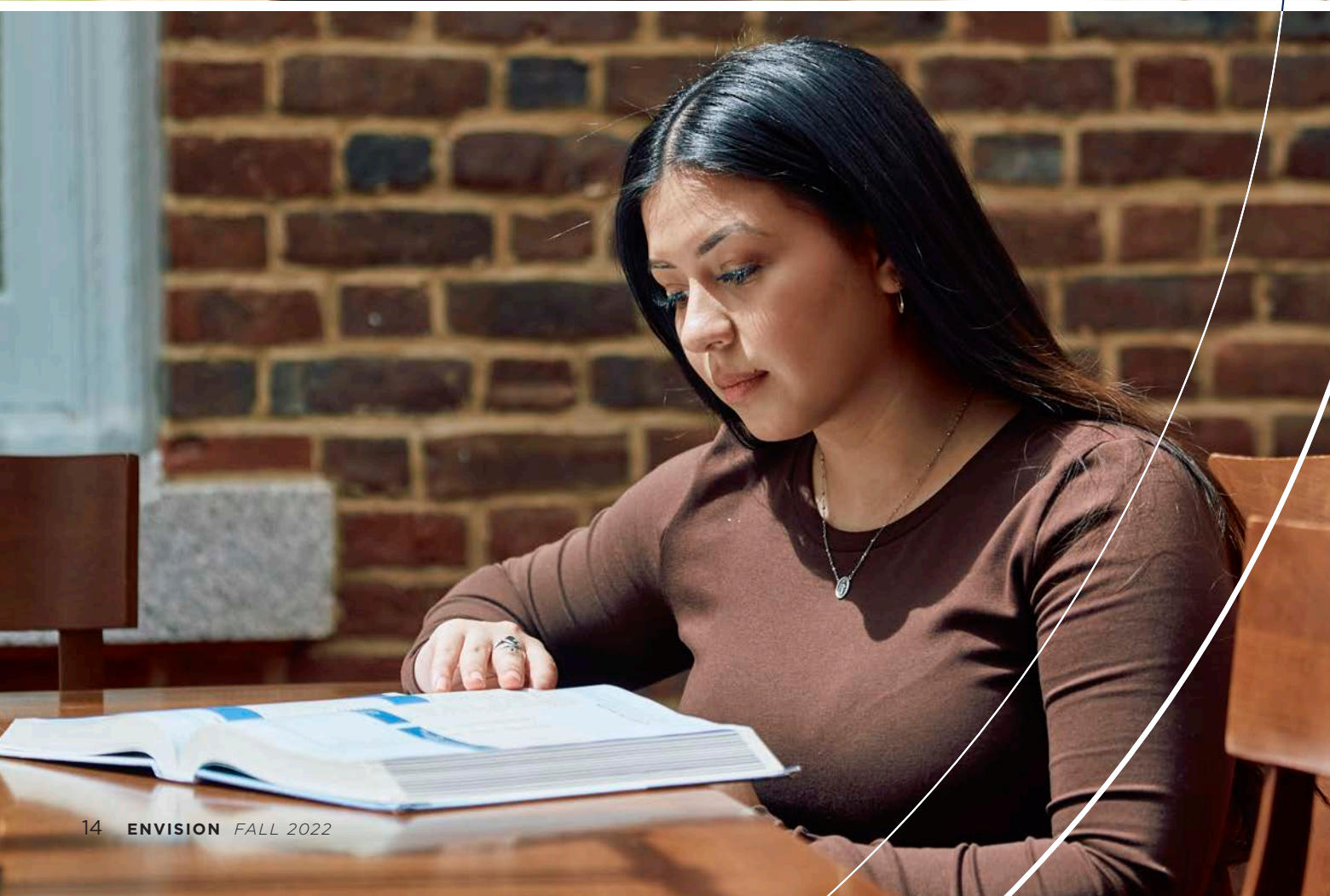
DOWN TO BUSINESS:
Leslie Oviedo, recipient
of the Matt and Sharla
Wilson Bicentennial
Scholarship, is a
recent enrollee at the
prestigious McIntire
School of Commerce.


SET ON SUCCESS

MATT AND SHARLA WILSON BICENTENNIAL SCHOLARSHIP

"It took so much weight off my shoulders. I was finally in a position to not have to worry so much about simple necessities that I was struggling to get. I don't think people understand just how much of a difference scholarships can make for people like me."

—LESLIE OVIEDO





There's an old saying about the value of energy and persistence in overcoming adversity. **Leslie Oviedo (McIntire '24)** is living proof of this enduring truth. Hailing from Houston, Oviedo has navigated life's challenges with aplomb, earning her place at the University, where she's the recipient of the Matt and Sharla Wilson Bicentennial Scholarship.

Growing up, Oviedo was rarely certain about her future. The daughter of a hardworking single mom who worked demanding jobs for little pay, she knew her prospects for a college education were slim. Oviedo channeled the uncertainty into her studies, achieving high marks and embracing extracurricular life at the charter high school she attended.

Staying at school late into the afternoon most days, Oviedo would tend to her activities while her mom trekked across town to wait in the parking lot—often for hours—to take her home. While her mother was seldom able to provide financial support, she was deeply committed to supporting Oviedo academically.

“My mom was so understanding and flexible,” she said. “It was really difficult at the time, but she was always willing to go the extra mile for me, and we laugh about it now. She says she enjoyed it.”


Through their shared commitment, Oviedo caught the attention of the Posse Foundation, for which the University is one of six Houston partner institutions. She immediately zeroed in on UVA due to its strength in research and the reputation of the McIntire School of Commerce, which a guidance counselor informed her was one of the best of its kind in the nation. Oviedo was thrilled to learn she'd been accepted.

While her experience as a first-year student was defined largely by COVID-19 and online classes, Oviedo wasted no time in making the most of the return to in-person activities during her second year. In addition to serving as a peer mentor, she helped international students perfect their English as part of VISAS (Volunteers with International Students, Staff, and Scholars); interned with the International Rescue Committee; and participated in COLA, the Cultural Organization for Latin Americans. She also landed a part-time job at Cavalier Connect, a crucial achievement that enabled her to buy groceries, textbooks, and tickets for trips home to Texas.

One day, in reviewing an updated financial aid statement, Oviedo was shocked to discover she'd been awarded the Matt and Sharla Wilson Bicentennial Scholarship. The award enabled her to leave her post at Cavalier Connect—a move she regards as bittersweet—and focus fully on her academics.

“It took so much weight off my shoulders,” she said. “I was finally in a position to not have to worry so much about simple necessities that I was struggling to get. I don't think people understand just how much of a difference scholarships can make for people like me.”

In March, Oviedo was accepted into the prestigious McIntire School of Commerce. She hopes to one day pursue a career that combines her commercial ambitions with a means of giving back to her community in Houston. She's grateful for her scholarship and thanks her benefactors with characteristic Texas charm.

“I'd love to give them a big old hug,” she said. “I'd tell them how much they helped me and changed my life.” 



THE GOOD DOCTOR

“And I was in first place at the end. There was no recognition, or prize, or picture in the Norton paper. But it gave me satisfaction.”

—DR. CHARLES HENDERSON

Before he was a radiologist, before he was a husband or father, before he was even in high school, **Dr. Charles Henderson III (McIntire '61, Med '65)** was a philanthropist.

It began in Norton, Virginia, when his fourth-grade class raised money for the March of Dimes. “Part of the project was to see if we could count the money. Our names were on the board with columns for each week, and the last column was the totals,” he remembered. “After the first week, I could see I was near the top. I thought, ‘I’m going to work harder, and I am going to expand my territory. I’m going to go back to those people who didn’t give anything.’”

Henderson went back to his neighbors and convinced them they only needed to give a dime to participate. “And I was in first place at the end. There was no recognition, or prize, or picture in the Norton paper. But it gave me satisfaction.” Henderson continued to raise money for the March of Dimes. As a middle schooler, he arranged with the manager of a local movie theater to collect donations between Sunday afternoon showings. In high school, he asked permission to pass a blanket to collect coins in the stands during halftime at basketball games.

Norton, in Virginia's Wise County, also prepared Henderson as a student. "Our schools were very, very hard," he said. "We had really good teachers and were well-prepared for college." At his mother's behest, Henderson enrolled at Davidson University in North Carolina. "When I went in 1956, there were no girls there. The town had three stores," he said. "And in my opinion, the student union did little to enhance your experience."

Henderson transferred to the University of Virginia. He'd had a disappointing experience studying physics at Davidson and decided he would major in history at UVA. A McIntire School of Commerce student at registration questioned his choice. "What the hell are you going to do with that?" Henderson remembers him asking. "It was the same thing my father had said, except my father never cussed." He opted to enroll in the courses required for admission to McIntire instead.

"McIntire was a good school. I felt that I had a purpose studying there," Henderson said. "But I got to thinking how I was always interested in science. My father was a physician. I thought I'd like to go to medical school, and in that way, I wouldn't have to worry about making plans for the next ten years." He graduated from McIntire in June 1961, entered UVA's School of Medicine in September of that same year, and graduated from the Medical School in 1965.

After an internship at Cincinnati General Hospital, Henderson joined the Air Force. The United States was at war with Vietnam. His wife, Mary, whom he met when she came to UVA from Randolph-Macon Women's College for a mixer, was expecting their first child. Henderson reasoned there would be a greater measure of safety at an Air Force base should he be sent overseas.


Henderson was not sent to war. From an Air Force base in the Florida panhandle, he treated troops, retired military, and their dependents. In his free time, he studied radiology and eventually returned to UVA for a radiology residency. At a dinner for radiologists from across Virginia, he learned of an opening in Harrisonburg, where he would practice for 30 years. After his retirement, he trained students at the Rockingham Memorial Hospital School of Radiologic Technology on a volunteer basis for 14 years.

The Hendersons raised their sons **Charles Henderson IV (Col '88)** and **Jim Henderson (Arch '92)** in Harrisonburg, Virginia. The younger Charles is the Director of Demand Management for Western Digital in California. Jim Henderson is a principal at Moseley Architects and manages the firm's Harrisonburg office; he and his wife **Amy Henderson (Col '93, Ed '93)** have two sons at UVA, **James (Col '23)** and **Nathan (Col '25)**.

It's hard to find an area of the University that Henderson does not support. Students and faculty at the School of Medicine benefit from his generosity. He's created a scholarship for students from Southwest Virginia and an endowment for the recruiting of and support for exceptional teaching faculty. Henderson created two bicentennial scholarships at the medical school—the Mary M. and Charles H. Henderson, III Medical Bicentennial Scholars Fund and the Mary M. and Charles H. Henderson, III MD/MS Dual Degree Bicentennial Scholars Fund to support students enrolled in the MD/MS Dual Degree Program with the McIntire School of Commerce.

To honor his children, Henderson gives to their schools. The Henderson Endowment at the College of Arts & Sciences helps attract and retain talented faculty, and the Henderson Endowed Scholarship supports future educators at the School of Education and Human Development. A planned gift will create the Henderson Family Endowed Lectureship in Architecture.

Henderson stays rooted in Wise County through generous support for students at UVA's College at Wise. He's also given his time to the University, serving on the School of Medicine Board of Trustees and Medical Alumni Board of Directors. Henderson is an emeritus member of the UVA Health Foundation's Board of Trustees, and was chosen for the Outstanding Medical Alumni Award in 2015. He has yet to miss a School of Medicine reunion.

All in all, Henderson has given well over \$1 million dollars to the University and College at Wise. But he doesn't make much of a fuss over it. Like that fourth grader in Norton, he's satisfied knowing he's helping others. 



Top: Charles Henderson III with his wife Mary. The couple met when Mary came to Grounds from Randolph-Macon Women's College for a mixer.



Bottom: Henderson's lifetime of giving back began in Wise County, Virginia, where he still supports students at UVA Wise.

A LIFE RAFT *for Coastal* COMMUNITY

Just downstream from a bend in the Potomac River, as it widens into the estuary that empties into the Chesapeake Bay, lies the small riverfront town of Colonial Beach, Virginia. Located on a side peninsula of a larger peninsula—known as the Northern Neck—water surrounds the community on three sides.

When Hurricane Isabel howled into Colonial Beach in September 2003, the winds toppled ancient oaks and destroyed the town's marina and pier. The storm surge eroded miles of shoreline. Local resident **Robin Schick (Arch '08)** was in high school then, but her experience during Isabel and the rebuilding efforts that took place in the storm's aftermath led her to devote herself to a life of public service. It also taught her that a smart community must plan for a future where resiliency in the face of disaster becomes a part of everyday life. She knew that for her town to thrive, it must either adapt—or slowly wash away.



NITIES



“What The RAFT really demonstrates is that community-driven aspect where we stick with localities beyond just the scoring and facilitating of a workshop to identify priorities. We stay with them and help facilitate connections to our partners and to regional stakeholders and state and federal agencies that have resources. That is really where we can be of service to communities across Virginia and coastal localities.”

—SIERRA GLADFELTER,
THE RAFT PROJECT MANAGER

That's why Schick, now the mayor of Town of Colonial Beach, is incorporating something called The Resilience Adaptation Feasibility Tool (RAFT) into her town's long-term strategic planning. The RAFT is an approach to climate resilience that was conceived of and developed by the University of Virginia's Institute for Engagement & Negotiation, the Virginia Coastal Policy Center at William & Mary Law School, and Old Dominion University's Virginia Sea Grant Resilience Program. The RAFT leverages the expertise and resources of these academic partners to assist coastal localities that want to reduce their vulnerability to natural disasters. Its collaborative model helps these coastal towns adopt policies and programs that improve resilience while also strengthening the social fabric that keeps their communities healthy.

Thanks in part to a major grant from the Jessie Ball duPont Fund, The RAFT has been able to expand from an initial pilot project in 2017 that concentrated on a city (Portsmouth), a county (Gloucester), and a town (Cape Charles) to encompass a more regional approach that includes coastal communities on the Eastern Shore, the Northern Neck, and the Middle Peninsula. In the process, the duPont Fund's support has allowed The RAFT to broaden its scope from addressing storm hazards such as frequent flooding and sea level rise, to a focus on deep-seated economic and social challenges.

A SCORECARD *for* SURVIVAL

Founded in 1980 as a public service organization in the School of Architecture, the Institute for Engagement & Negotiation's breadth of work addresses issues that affect both the natural and built environment—natural

resources, public health, community infrastructure, and equity and social issues. Taking a public service approach that integrates consensus-building, research, and teaching, the institute serves as an intermediary to help local governments, agencies, nonprofits, and businesses collaborate on decisions that sustain their communities.

Since many places in Virginia lack an easy way to define and measure resilience in an ecological, social, and economic sense, IEN leverages its expertise to fill in gaps in knowledge and communication so that decision-makers can draw from a complete toolbox when disaster strikes. It is what Tanya Denckla Cobb, IEN's director, calls "equitable collaboration."

"One of the things that's unusual about our institute is that we have identified gaps, stepped into them, and created projects," she said. "We have, over many decades, had a history of stepping into a space and saying, 'We see a need here.'"

The RAFT is one such project. Its goal is to help Virginia's coastal communities improve their resilience to flooding and other coastal storm hazards while retaining a healthy economic base and viable social networks. The 18-month process includes an independent assessment of a community's resilience using The RAFT Scorecard; a community leadership workshop where participants discuss strengths and opportunities, developing a checklist of actions that can be completed and/or initiated within one year; and support by The RAFT's collaborative universities and other partners through one year for the community's implementation of these actions.

Crucially, for cash-strapped local governments, the three-part process is supported through a mix of federal, state, and private foundation grants and donated services and is provided at no cost.



SINK *or* SWIM

Local officials in Virginia's coastal region face daunting challenges. Historical and projected sea level rise and the often-resulting flooding present coastal localities with challenges that affect residents, businesses, and public health services.

Colonial Beach has a year-round population of about 4,000, which doubles in the summer. It has the second largest public sand beach in the commonwealth. Schick said that The RAFT program piqued her interest because of its emphasis on resiliency.

"We have been at the forefront of participation in the program because it has such a direct correlation to the threats and needs we see in

"I saw a lot of advantages in working with The RAFT because these university research programs are the innovators of the next generation. This program seemed to fit Colonial Beach. But also, I saw it as a way to preemptively align ourselves with whatever funding or solution was going to come out of the state, because eventually that's going to have to happen."

—ROBIN SCHICK

our community, and the challenges we've faced over the years, and will continue to confront," she said.

Disaster can come from out of the blue. "Last year, we had a tidal surge," Schick said. "This was not a known storm event so it kind of took us by surprise. It was a nor'easter combined with a strong moon tide and a wind that was relentless for days. It did enough damage to our boardwalk and beachfront that our town pier was closed until recently. A significant number of docks and boats were damaged. We had pontoon boats sitting in the middle of the road."

A few businesses closed because of the storm, victims of the double

whammy of tidal surge and the ongoing COVID-19 pandemic. Prior to her election as mayor in 2020, Schick served on the planning commission for nearly a decade, and later, on town council.

"I saw a lot of advantages in working with The RAFT because these university research programs are the innovators of the next generation," she said. "This program seemed to fit Colonial Beach. But also, I saw it as a way to preemptively align ourselves with whatever funding or solution was going to come out of the state, because eventually that's going to have to happen. Resiliency is something that all communities

across the seaboard are facing, even inland communities."

Vicki Luna currently serves on the Colonial Beach Planning Commission. She's also a proponent of The RAFT. "It helped to direct our attention to resources that we might not have otherwise been aware of and put us in touch with some of the key agencies in the state," she said. "Working with The RAFT team helped us to qualify for grant opportunities. The essential one that we're looking at now is the Community Preparedness Flood Fund. That has been a real saving grace for us because we're going to be able to leverage a lot more resources in our small community."

NOT JUST FAIR- WEATHER FRIENDS

As The RAFT's project manager, Sierra Gladfelter is responsible for working on the ground with different communities and stakeholders, coordinating and adapting each regional iteration of the overall project.

"What The RAFT really demonstrates is that community-driven aspect where we stick with localities beyond just the scoring and facilitating of a workshop to identify priorities," she said. "We stay with them and help facilitate connections to our partners and to regional stakeholders and state and federal agencies that have resources. That is really where we can be of service to communities across Virginia and coastal localities."

One of the unique aspects of The RAFT's efforts in community engaged resilience planning is that it goes to where the people—and problems—are. "We listen," Gladfelter said. "We work with them to rank their own priorities and then support them in taking steps towards actualizing their priorities and, hopefully, seeing things through to fruition within the course of a year. You know, to keep the ball rolling to continue resilience planning beyond our involvement."

As a result of The RAFT team's involvement, Colonial Beach has instituted long-term improvements. "We have a very small town staff," said Luna. "But because of working with The RAFT, we now have the resources to enable them to become certified flood managers. That's a very involved process. Having them certified will help us with future grant activities, but it'll also help local planning so that we can zone appropriately for areas that we know are going to be inundated and flooded." Luna said that the planning commission can also focus on resilience as a regional issue so

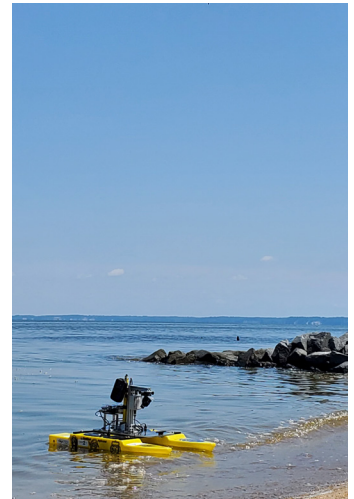
that they can involve the Northern Neck Planning District as well as other jurisdictions. "Flooding doesn't recognize town lines," she said.

For her part as mayor, Schick must work within the limits of a municipal budget. "One of the things that The RAFT has done for us that we wouldn't have been able to do on our own is provide a lot of data gathering and research," she said. "Through The RAFT program, we have been able to accomplish a lot. It's like having extra hands in our departments. Data gathering and mapping has been done by students. They've collected imagery and water depth topography along our shoreline. We have major erosion issues and it's a high threat level to our community's houses."

Students in Karen Firehock's class mapped several parks in town to help planners envision better uses for unused or underutilized space. Firehock is a lecturer in urban and environmental planning and landscape architecture in UVA's School of Architecture.

"Park programming is a health and wellness issue, but it's also a community safety issue," Schick said. "They recommended local tree species and researched a comprehensive list of plants that are applicable to the kinds of solutions we need in certain areas."

Schick is perhaps most excited about The RAFT's assistance with a plan to relocate Colonial Beach's rescue squad from a building located in the flood plain. "Obviously, they have a lot of equipment that is vital to the safety and security of our community and to the health and wellness of our citizens," she said. "We have found an alternate location and are working to build a new facility in an area that is more centrally located and more accessible to the main thoroughfare."



Top: Data collection is key to identifying environmental solutions.

Middle: Mapping and water depth topography adds valuable information that will help coastal communities prepare.

Bottom: Students launch data gathering equipment.

PUBLIC SERVICE:
Schick with the town's
public works crew near
the town pier.



ADAPTABILITY + EQUITY = RESILIENCE

The RAFT team's long-term goal is to make the tool widely available for all coastal Virginia localities with the greatest need, risk, or interest. In recent years, The RAFT's definition of community resilience has broadened to include social equity.

"Most of the work that has been happening in resilience has really been around environmental infrastructure and economic factors," said Denckla Cobb. "What The RAFT is trying to do as it continues to evolve is move more into recognizing that if you don't have social resilience, the rest can only take you so far. It's the piece that local governments have the least capacity to address."

Gladfelter added: "We're broadening the scope from flooding and the more traditional aspects of environmental resilience to thinking more about social, economic, and

chronic structural issues that change on a different scope of time."

When COVID-19 struck the U.S. in early 2020, The RAFT was finishing the scorecard assessment phase in Virginia's Northern Neck and was planning a regional community workshop with eight towns and counties in the region. Recognizing the pandemic's unprecedented nature and its relevance to resilience planning, The RAFT team pivoted to develop a COVID Rapid Response project that assessed the impacts of COVID-19 on the region's ability to deliver critical services to vulnerable populations. At a presentation to the Northern Neck Funders Forum in March 2021, a representative from the Jesse Ball duPont Fund took notice.

"The duPont Fund wanted to learn more about how The RAFT was working at the ground level to better understand a community's strengths

and gaps in social resilience as well as opportunities to improve social resilience," said Denckla Cobb. "We were so excited to learn that social resilience for the historically excluded and underserved was a priority for the duPont Fund, particularly when most of the federal and state funding is focused on resilience through physical and natural infrastructure."

The full COVID report that resulted was based on interviews and focus groups with 63 individuals representing 43 social service organizations. It included an asset map that is now hosted and maintained by the Northern Neck Resource Council.

Chad Lewis is the community resilience coordinator for The Haven Shelter & Services, an intimate partner violence and sexual violence organization that serves the Northern Neck and Essex County. He also leads

the Northern Neck Resource Council and was a partner on the asset map for the Northern Neck.

“One of my roles at the Haven is to coordinate the resource councils, which is how I got into contact with UVA,” Lewis explained. “We were able to look at some of these bigger systemic things that contribute to vulnerability. Once you start to pull back and take a more bird’s-eye view of everything, you see the same vulnerabilities for flooding are the same vulnerabilities for COVID-19. They persist here every day, even when there isn’t a natural disaster.”

Anne Nelson Stoner (Arch ’22) recently completed her master’s in urban and environmental planning. She was the principal student research assistant and lead report author alongside Denckla Cobb and Gladfelder.

“We talked to a wide variety of stakeholders in the Northern Neck to see how COVID impacted the delivery of social services,” she said. “We created an asset map and the goal was to start to fill this gap. There are a lot of services, but everyone’s working in their own silo. We started mapping out services and organizing them by categories and what services were being offered to whom, in what service area, who was the contact, just to try to better network people working in this world.”

“The RAFT team is incredibly good at making sure that they weren’t coming in and imposing a narrative onto the community,” Lewis added. “They definitely made sure that they were listening and getting everything that the community had to say in its own words.”

Stoner thinks that bringing people together is The RAFT’s greatest service to the community. “I think my big takeaway, both from The RAFT and from working with IEN in general,

has been the degree of significance that collaboration holds in the real world,” she said. “We want quick answers, and a lot of the problems we face today are not easy, and quick solutions are not an option. There’s no way that we can come up with any kind of solution unless we can get everyone in the room to talk to each other.”

FUND for the FUTURE

Since the report’s publication in August 2021, the Jessie Ball duPont Fund has supported the dissemination of its information to other localities, supported discussions about its continued development, and explored potential ways to translate it into Spanish.

“The RAFT is a powerful tool to help build inclusion and belonging in the Northern Neck and Middle Peninsula communities, and we are proud to support this ongoing effort to grow economic and social resilience,” said Mark Walker, program officer for the Jessie Ball duPont Fund. “The deep listening by the IEN team, the data being collected, and the partners at the table are helping connect the dots so we all understand how we can best invest in community programs for the benefit of all community members.”

For Schick, the duPont Fund’s continued support for The RAFT means that she can continue to map out her community’s future. “Hurricane Isabel gave me a direction in life,” she said. “I didn’t know whether to call it community resiliency or community development at the time, but what it did for me is solidify that key component. I’m looking forward to The RAFT’s continued efforts with Colonial Beach and accomplishing our goals.”

“The RAFT team is incredibly good at making sure that they weren’t coming in and imposing a narrative onto the community. They definitely made sure that they were listening and getting everything that the community had to say in its own words.”

— CHAD LEWIS



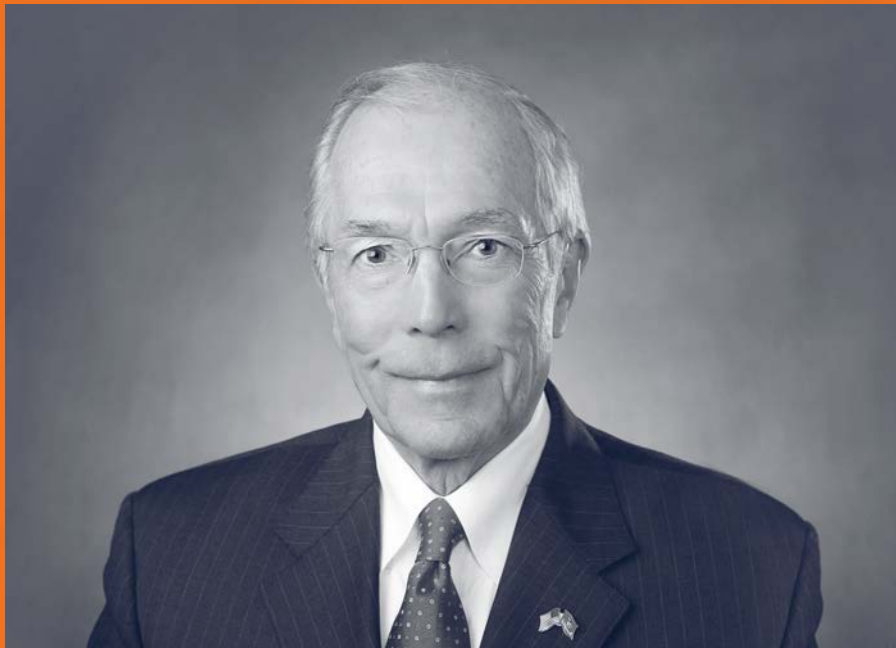
NAU FOUNDATION
WILL STRENGTHEN

DEMOCRACY



“John Nau has made an incredibly generous contribution to strengthening democracy through his gift to the Karsh Institute, which will galvanize its growth and impact at UVA.”

—PRESIDENT JAMES E. RYAN



EXTRAORDINARY IMPACT:

Longtime benefactor John L. Nau III has made transformative gifts to benefit the University of Virginia.

Building on its legacy of support for the core principles of democracy and the study and teaching of history, the John L. Nau III Foundation recently committed additional gifts amounting to \$17.6 million. The gifts will establish a \$15 million endowment to support the Karsh Institute of Democracy and a \$2.6 million fund to provide additional funding for the John L. Nau III Center for Civil War History within the College and Graduate School of Arts & Sciences.

The gifts were made possible by alumnus **John L. Nau III (Col '68)**, former member of UVA's Board of Visitors and longtime benefactor of the University.

"John Nau has made an incredibly generous contribution to strengthening democracy through his gift to the Karsh Institute, which will galvanize its growth and impact at UVA and beyond," President Jim Ryan said. "I am deeply grateful to John for his steadfast support and leadership in this area, as well as in the study of the Civil War, both of which enrich our understanding of our country's history and its future."

Working with the Karsh Institute's advisory board, Executive Director Melody Barnes will direct income from the endowment to support academic and programmatic initiatives. The institute was created in 2021, thanks to a \$50 million gift from Martha and Bruce Karsh. Its mission is to foster participation and civil debate on issues of national importance, support and amplify the study and discussion of the underpinnings of democracy, and engage in public outreach for practical impact and action with students, citizens, policymakers, and other leaders.

"The Nau Foundation's extraordinary generosity positions the Karsh Institute for impact on Grounds and beyond the University," Barnes said. "It enhances our ability to accelerate collaboration among UVA's world-class schools, centers, faculty, and students; develop unique and effective programming; and build meaningful local, state, and national partnerships."

The gift directed to the Nau Center will initiate a three-year plan to digitize the Nau Collection, as well as other digital projects, and boost undergraduate and graduate offerings. The additional funding will also support three graduate fellowships, increase the number of undergraduate internships from seven to 10, provide housing stipends for interns, support a postdoctoral fellow, and fund an annual summer teachers' seminar. The gift also enables the hiring of an administrative staff position to help oversee the expanded programs.

"These generous gifts from the Nau Foundation represent a significant investment in the University's study of democracy and our collective understanding of a critical period in U.S. history," Executive Vice President and Provost Ian Baucom said. "Gifts like these strengthen and expand UVA's disciplinary breadth and allow us to provide crucial support for the next generation of citizen leaders."

Nau graduated from UVA in 1968 with a degree in history. In April 2020, through his family foundation, he committed support totaling \$27.5 million for the Democracy Initiative, which included support for the College's Program on

"The Nau Foundation's extraordinary generosity positions the Karsh Institute for impact on Grounds and beyond the University. It enhances our ability to accelerate collaboration among UVA's world-class schools, centers, faculty, and students; develop unique and effective programming; and build meaningful local, state, and national partnerships."

—MELODY BARNES

Constitutionalism and Democracy. The gift, primarily for professorships, was bolstered by more than \$17 million through University matches, leading to, among other benefits, multiyear funding of the Democracy Initiative's Core Lab on the history, principles, and philosophy of democracy.

In March, the BOV approved a resolution authorizing the establishment of 10 endowed professorships in the College of Arts & Sciences to be allocated among the history, politics, classics, and philosophy departments. The professorships will be supported by the Nau Foundation to attract faculty whose scholarly contributions will be key to the success of UVA's Democracy Initiative. In addition, the foundation provided endowment funding so that visiting professors and practitioners can be invited to bring additional expertise and perspectives to the Democracy Initiative. With matching funds provided by UVA, the foundation's democracy-focused gift is the largest lifetime pledge ever given to the College.


The Nau Foundation's previous philanthropic commitments to the University include \$16.6 million in current and future gifts to establish and endow the John L. Nau III Center for Civil War History, the Nau Collection (a Civil War-era archives



Top: Melody Barnes,
executive director of the
Karsh Institute

Bottom: Ian Baucom,
executive vice president
and provost

collection valued at \$13.6 million), and an \$11 million lead gift for the construction of Nau Hall at the South Lawn, home to the Corcoran Department of History.

Nau is chairman and CEO of Silver Eagle Beverages. He was instrumental in securing Anheuser-Busch's support for the University, which includes funding an alcohol awareness program and a major gift for the College's Department of Environmental Sciences. The gift helped to fund the University's Anheuser-Busch Coastal Research Center, which supports a wide variety of research. 



THE WORK OF DEMOCRACY

The Karsh Institute is putting an important first step forward in leading the national conversation on the state of democracy today. Hear how UVA is encouraging the study of democracy and leading the way to sustain national and global democracy now.



Watch [giving.virginia.edu/
theworkofdemocracy](https://giving.virginia.edu/theworkofdemocracy)



LEANING INTO A CURVE

**DEVOTED
DAUGHTER:**

An ovarian cancer diagnosis has not stopped Judy Armstrong from sharing a laugh with her daughter, Deb Armstrong. Deb's bequest will support research to develop screening for the disease.

When Judy's cancer treatments allowed, she and her daughter Deb traveled to see friends and family.



In May of 2019, Judy Armstrong texted a picture of herself to her daughter, **Dr. Deborah (Deb) Armstrong (Col '88)**, and sister. In the photo, Judy is enjoying a party hosted by the Club at Ironwood in Staunton, Virginia. “She looked good,” said Deb “but something told me something was not right.” Deb’s aunt worried that her sister looked thinner than usual.

A few weeks passed and Judy’s appetite diminished. She would meet friends for dinner yet feel unable to eat. “That’s not my mom,” said Deb. Despite her decreased appetite, Judy was complaining that her stomach felt big. When Deb returned from a trip abroad two weeks later, she saw her mom and knew immediately that she wasn’t well. After a CT scan in the emergency room and further testing, her mom was diagnosed with ovarian cancer.

Judy has a full life. She retired from a 36-year career as a real estate broker in Staunton. “She was kind of a legend,” said Deb. “She loves playing golf, she likes to laugh. And after her diagnosis, she was like ‘I am not ready to go.’”



“

“Dr. Landen wants to find a good screening. Early ovarian cancer may not cause any symptoms, and when symptoms do occur, the cancer is often very advanced. We don’t have an effective screen for ovarian cancer like the Pap smear for cervical cancer or the colonoscopy for colon cancer. The other arm of his research involves effective chemo. There are apparently these cells that are resistant—kind of like bacteria, they get smart. So if you do have ovarian cancer, there will be a really effective armamentarium against it that will give you quality of life, and not just leave you laid out.”

—DEB ARMSTRONG

”


Judy is receiving treatment at the Emily Couric Clinical Cancer Center, and Deb accompanies her mom to her appointments. “They are really caring,” she said. “The nurses are phenomenal—we love Jana [Jana Briedis-Ruiz, RN].” Over the course of her mom’s treatment, Deb had conversations with her doctor, gynecologic oncologist Dr. Charles Landen, about his research. “Dr. Landen wants to find a good screening. Early ovarian cancer can be asymptomatic, and when symptoms do occur, the cancer is often very advanced. We don’t have an effective screen for ovarian cancer like the Pap smear for cervical cancer or the colonoscopy for colon cancer,” said Deb. “The other arm of his research involves effective chemo. There are apparently these cells that are resistant—kind of like bacteria, they get smart. So if you do have ovarian cancer, there will be a really effective armamentarium against it that will give you quality of life, and not just leave you laid out.”

When Deb enrolled at UVA, she intended to complete the course requirements for medical school. But her high school didn’t offer a rigorous science and math program, and she was unprepared for those courses. When she graduated from the University in 1988, it was with a degree in rhetoric and communications.

Deb went on to earn a law degree from Washington and Lee University in 1992 and worked as a trust officer for a bank but hadn’t let go of her dream of practicing medicine. “Going to law school and passing the bar gave me confidence,” she said. “I thought, ‘I can probably handle med school.’ But it was a long road.” Deb attended the Medical College of Virginia and graduated in 2002. She had an aptitude for pathology and started a pathology residency but missed directly caring for patients. She found her place in family medicine and wound care. As she balances her work with caring for her mom, she has taken on medical consulting for attorneys, reviewing potential cases for viability and serving as an expert in trials.

Deb also has a full life. She and her spouse Jen Breitbarth share five dogs, mostly rescues. She rides motorcycles and has many times conquered The Dragon, an 11-mile stretch of road in the Great Smoky Mountains of Tennessee known for its 318 curves and beautiful scenery. She owns a 2006 Honda VTX 1300R, a 2018 BMW K 1600B, and a 2019 BMW GS 750. “Riding is an excellent stress reliever,” she notes.

Deb sees great promise in Landen’s research—the promise that women in the future won’t find their lives interrupted by a late-stage ovarian cancer diagnosis, and the promise that those who are diagnosed will receive the most effective treatment—and has made plans to support his work through her estate. Her bequest will create the Judy Gallup Armstrong Ovarian Cancer Research Fund.

While her treatments have required Judy to slow down some, her diagnosis has also inspired mother and daughter to double down on living large. In 2021, they traveled together to Chicago and Florida to visit friends and family, and they took a trip to both coasts of Florida in May of 2022. “A terminal diagnosis makes you grab life by the horns before it’s too late,” said Deb. 



OUTSTANDING CARE

Deb Armstrong's support of Dr. Charles Landon's research was inspired by the care her mom is receiving at the Emily Couric Clinical Cancer Center. In 2021, the University of Virginia Cancer Center was named a Comprehensive Cancer Center, an elite designation held by only 52 cancer programs in the nation.

LET IT
GROW

BESTING THE WATERS

There's much to celebrate in the world of UVA Swimming and Diving. Two scholarship recipients—Alex Walsh and Jack Wright—are starting the year on a very high note.

Alex Walsh (Engr '24) was one of the country's top two recruits when she chose to come to the University of Virginia to compete on the Women's Swimming and Diving team. In her first two seasons as a Hoo, the team has won back-to-back NCAA championships. At the 2022 NCAA Championship meet, Walsh won the 200-yard individual medley, 200-yard fly, and 400-yard individual medley. She and her teammates also won the 400-yard medley relay and 400-yard freestyle relay and broke the NCAA, Meet, American, US Open, and Pool records in both events. The 400-yard freestyle relay team included **Kate Douglass (Col '23)**, **Reilly Tiltmann (Col '24)**, and **Gretchen Walsh (Col '25)**—Alex Walsh's younger sister.

Her first year, Walsh was named ACC Women's Rookie of the Year. At the 2021 NCAA Championships, she won the 200-yard individual medley and anchored UVA's first-place 800-yard free relay. That summer, she and teammates Douglass, **Paige Madden (Ed '21)**, and **Emma Weyant (Col '24)** traveled to Tokyo to represent the United States in the 2020 Summer Olympic Games, which had been delayed by the pandemic. UVA head swimming and diving coach Todd DeSorbo was selected as an assistant coach for the American team and joined his swimmers in Japan.


"I couldn't be more grateful that all these girls that I had swam with throughout the whole year—and Todd—were there," Walsh said in a Wahoo Central podcast interview. "Having our own mini UVA team there helped make everything easier and a lot less stressful, and played a big part in how well we were able to do." The UVA swimmers took home several medals, with Walsh winning silver in the 200-meter individual medley alongside Douglass, who won bronze.

"It made it so special that we were both able to medal together," said Walsh. "Unforgettable is the word." The Olympians Facetimed their teammates, who had organized a watch party back at home. "It was a fun moment."

This tight-knit team culture is the reason **Jack Wright (Col '23)** chose to swim for Virginia. "At dual meets, our team brings the most energy to the pool deck, which gives us a huge advantage," he said. "We practice together for 20 plus hours each week and we're all together nearly 24/7 outside of the pool."

Wright has also left a trail of broken records in his wake. The national age group records he set in the 200 and 400 freestyle relay still stand, and at the 2021 NCAA Championships, he was part of the eighth-place 400-yard freestyle relay team that set a new UVA school record and earned him All-American honors.

After three seasons of navigating pandemic regulations and restrictions, Wright is ready for his senior season. "I'm really looking forward to having my best year, both in and out of the pool," he said. "I think the groundwork that my teammates and I have laid the past three years set us up for our best season yet." Each year, Wright has looked to his fourth-year teammates for support, and no doubt he will do the same for the undergraduates he trains and competes with in 2022-2023.

Walsh and Wright were each awarded the Gus and Becky Ramirez Swimming and Diving Scholarship for the 2022-2023 season. These two scholarships were established with a gift in 1997. The gift—like all gifts made to establish a scholarship or operations endowment—was invested by the Virginia Athletics Foundation with the University of Virginia Investment Management Company (UVIMCO) for long-term growth. The earnings generated by the investment support the scholarship, ensuring that young swimmers who aspire to perform in the pool like Walsh and Wright will have the opportunity to become future scholarship athletes. 



Gus and Becky Ramirez Swimming and Diving Scholarship recipients Alex Walsh and Jack Wright.

LEADING BY
EXAMPLE

LEADERS
— *in* —
PHILANTHROPY

Our three pan-University giving societies—the Lawn Society, Cornerstone Society, and Rotunda Society—recognize different types of giving from UVA's top stakeholders. Society members have created scholarships, funded study-abroad programs, supported public service stipends for students, advanced faculty research, and led preservation efforts for the Academical Village and historic Grounds. These are only a few of the important initiatives, driven by the generosity of our Leaders in Philanthropy, that enhance the student experience and distinguish UVA nationally and globally.



LAWN SOCIETY

The Lawn Society celebrates the University's leading benefactors, defined as those who have made lifetime cumulative gifts of \$500,000 or more in support of UVA. The Pavilion level of the Lawn Society recognizes donors whose lifetime cumulative giving totals \$1 million or more.



CORNERSTONE SOCIETY

The Cornerstone Society welcomes alumni, parents, and friends whose support will benefit the University in the future through estate gifts, beneficiary designations, and gifts that may provide lifetime income.



ROTUNDA SOCIETY

The Rotunda Society recognizes those who make cumulative annual gifts of \$2,500 or more across the University. Alumni who have completed degrees in the last five years are recognized for their cumulative annual giving of \$1,000 or more.



FUELED *by* PASSION

JOHN & PATRICIA EPPS MEMBERS *of the* LAWN SOCIETY

“I need to get to know that one.” It was the early seventies in the Cavalier Daily newsroom, and **John Epps (Col ’75)** had just laid eyes on his future wife, **Patricia Kyle Epps (Col ’74, Grad Arts & Sciences ’79, Law ’83)**, for the very first time.

Not that she had any idea.

“Patty was my superior at the paper,” John said. “I had to work up my courage for a while.”

Fifty years later, here they are—happier than ever and still devoted to the University that shaped their lives.

The couple’s devotion is most evident in their long history of support. Over the years, they’ve given to the Virginia Athletics Foundation, the College of Arts & Sciences, the School of Law, the Alumni Association, the Library, the Center for Politics, and the Maxine Platzer Women’s Center. They also recently created the John and Patricia Epps Bicentennial Scholarship, providing support for an undergraduate student in the College.

Looking back at John’s and Patty’s time on Grounds, it’s easy to make sense of their diverse philanthropic interests. Both enjoyed a robust undergraduate experience, taking part in a

variety of extracurricular activities. John, whose father attended the University and was a lifelong UVA sports fan, inherited his dad’s zeal. In addition to working at the Cavalier Daily, where he was editor-in-chief during his fourth year, he was a member of the IMP Society.

Patty, who holds multiple degrees from the University, was also highly active, serving on Student Council, as a resident advisor, and as a member of the prestigious Raven Society. As part of the first cohort of women to enroll at the University, she helped to pioneer the coeducation of many UVA clubs and organizations. She also holds the distinction of being one of the first women to live on the Lawn.

“You can imagine what it was like having one small bathroom for 10-15 of us,” Patty said. “But we had fun, and I’ve remained friends with a lot of the women from that time.”

After graduating, the couple went on to successful careers in law. Now retired, they split their time between their primary residence in Richmond and Charlottesville, where they own a “game day house.” Both remain connected to the University through board and volunteer




work: John serves as an emeritus trustee of the College Foundation and was previously chair of the Foundation's Richmond regional board, while Patty has served as chair of the Alumni Association board of managers.

Reflecting on their many years of support, John and Patty note a few areas that they regard as important to the University's future, including attracting and retaining top-tier faculty and graduate students; maintaining a reputation as the commonwealth's premier public university; and providing access to a mix of new and legacy students.

"I've loved seeing UVA diversify since the 70s," Patty said. "It's been exciting to see it grow in that regard."

Having contributed so much to the UVA community, the couple are also taking time to enjoy themselves. Recently, they've noticed an uptick in the number of familiar faces they see around town.

"People from our era at UVA have been making their way back to Charlottesville on a full- or part-time basis," John said. "It's been a lot of fun reconnecting with friends from the past." 

**DEDICATION
AND PRIDE:**

John and Patricia Epps are deeply committed to supporting the University that shaped their lives.



The POWER GENERATOR

JILL TIETJEN
MEMBER *of the* CORNERSTONE SOCIETY

Jill Tietjen (Engr '76) is a trailblazer and champion among women. She entered the University of Virginia in 1972 as a member of UVA's third fully coeducational class and was one of the first 10 women to earn a bachelor's degree from the School of Engineering and Applied Science. Tietjen earned her MBA from the University of North Carolina at Charlotte while working full time as a planning engineer for Duke Power, then relocated to Colorado to continue her career, first as a planning analyst for Mobil Oil Corporation, then as a consultant and manager in electric utility planning.

From 1997 to 2000, Tietjen was director of the Women in Engineering Program at the University of Colorado at Boulder. In 2000, she formed her own company, Technically Speaking, Inc., to provide consulting services to electric utilities. During this time, she also served as an accreditor for engineering education programs across the country and built a reputation as an author and in-demand speaker.

Tietjen has been widely recognized for her leadership and service. She is a Fellow of the Society of Women Engineers, served as SWE president in 1991-92, and received the SWE Distinguished Service Award in 2002. Tietjen is an inductee into the Colorado Women's Hall of Fame and the Colorado Authors' Hall of Fame. She has been honored as a Woman of Distinction by the Girl Scouts in Colorado; named a distinguished alumna of UVA, UNCC, and CU-Boulder; and received the distinguished alumni award from engineering honor society Tau Beta Pi.

Tietjen is also a champion for women. In an anniversary celebration of the Women of Distinction program, Girl Scouts of Colorado recognized her with its Advocate for Women and Girls award. She has nominated women to the Colorado Women's Hall of Fame, National Inventors Hall of Fame, and National Women's Hall of Fame; for awards from the Society of Women Engineers; and for distinguished alumni awards from universities and colleges around the country.



AUTHOR *and* ADVOCATE

Jill Tietjen's books grew out of the research she engaged in for her nominations and speeches. She co-authored "Her Story: A Timeline of the Women Who Changed America" and "Hollywood: Her Story, An Illustrated History of Women and the Movies" and is series editor for the Springer Women in Engineering and Science book series. The challenges presented by the pandemic inspired her latest book, "Over, Under, Around, and Through: How Hall of Famers Surmount Obstacles," co-authored with Elinor Miller Greenberg.

"There have been just so many that saw something in me. I didn't see it then, but I do now, because I see it in other women. I encourage it. I make sure that they get the tools, the support, and the encouragement that they need."


—JILL TIETJEN

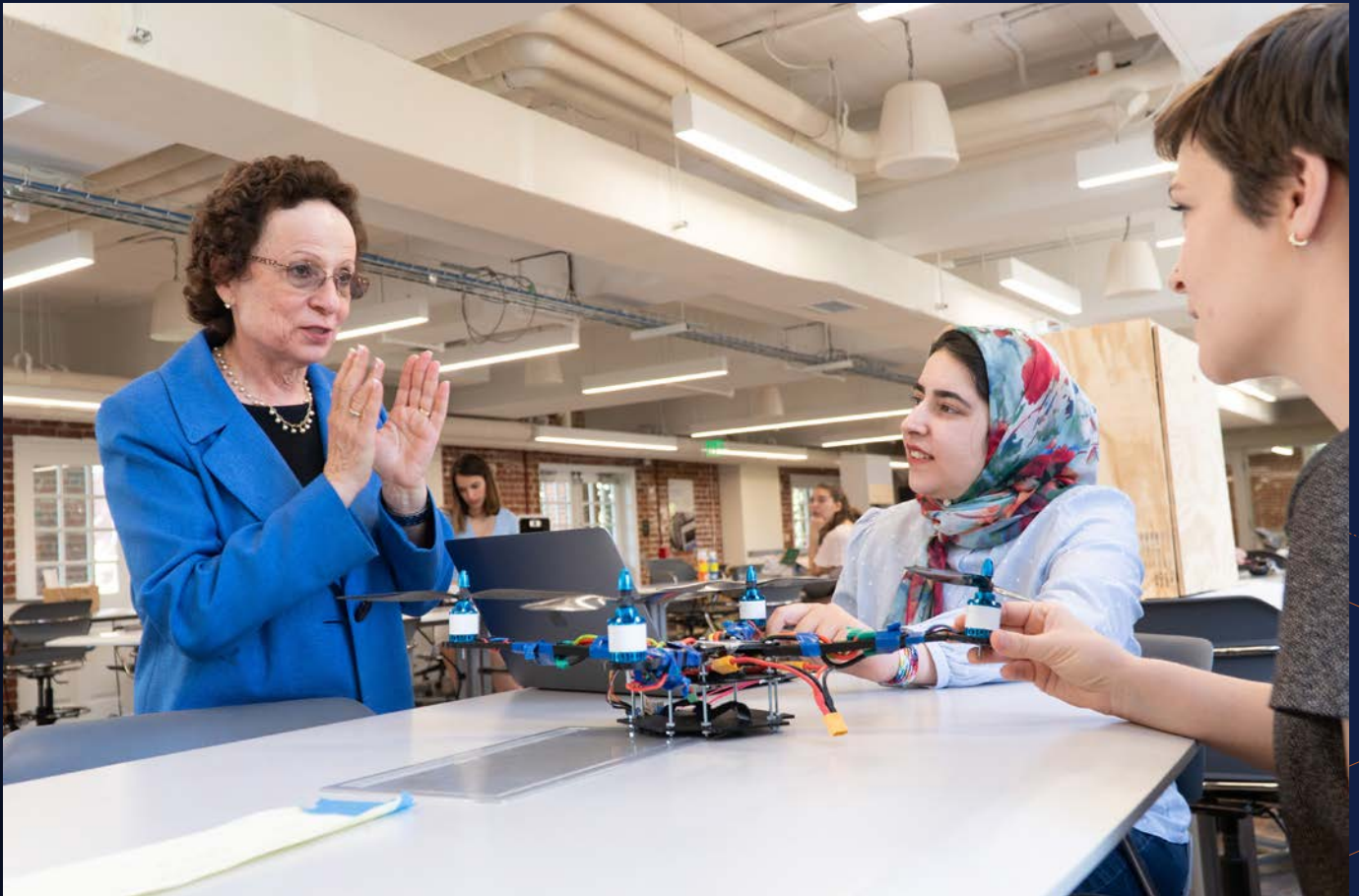
Her passion for this type of advocacy began with her nomination of computer scientist and United States Navy rear admiral Grace Murray Hopper for the National Medal of Technology. Tietjen accepted the award on Hopper's behalf in a ceremony in the White House Rose Garden in 1991. It was the first time an individual woman had won the medal.

Tietjen is also inspired by those who have advocated on her behalf. She describes them as sponsors, not mentors, distinguishing between the two: "A mentor is someone who helps you develop skills and provides advice. A sponsor recommends you for assignments and promotions and sees that you have opportunities. I've had that all along." Engineering professor Paul Allaire hired Tietjen as a research assistant to doctoral candidate John Thacker (Engr '67, '73, '76)—the work she did with Thacker became her undergraduate thesis. At Duke Power, her second-level manager Bill Reinke recommended Tietjen for the speaker's bureau, for which she received special training. "I'm still using that training now," she observed. "It was incredibly valuable and probably life- and career-determining."

"There have been just so many that saw something in me," recognized Tietjen. "I didn't see it then, but I do now, because I see it in other women. I encourage it. I make sure that they get the tools, the support, and the encouragement that they need."

Tietjen will be giving future engineers the tools for success through a scholarship in the School of Engineering, which will be established from a charitable remainder trust and through the Jill S. Tietjen Internship Fund. "Internship and service-learning opportunities are very important for engineering students to get a real grasp of what kind of work they might be doing," she said, "and to help them understand how much value engineers provide to the world."

Tietjen is on the Board of Trustees for the School of Engineering and Applied Science as a pro tempore member and has served on the Board of the Virginia Engineering Foundation. She returned to Grounds earlier this year to speak at the School of Engineering's first Women in Engineering symposium. "The education that I got at UVA has served me so well," she said. "That's one of the reasons I feel it is incumbent on me to give back." 



Jill Tietjen has made it her life's work to advance the work of women like these engineering students she met while on Grounds for a meeting of the Board of Trustees for the School of Engineering and Applied Science. Tietjen's books shine light on the accomplishments of women throughout history.



AHEAD *of* THEIR TIME

BLAKE & PAULETTE MORANT MEMBERS *of the* ROTUNDA SOCIETY

It comes as little surprise that a couple who blazed their own trail at the University some 50 years ago would maintain such a unique connection to it now. That's the story of **Blake (Col '75, Law '78) and Paulette (Col '74) Morant**.

It was the early seventies. UVA had not only recently introduced coeducation, but integration as well. Serving as a microcosmic experiment in diversity, the University mirrored the nascent social progress taking shape across the country.

Hailing from Norfolk, Virginia, Paulette arrived on Grounds in 1970 as part of the first class of women and Black women to enroll at UVA. Despite initial nerves and apprehension, she was determined to experience college life in full and made it a point to expand her horizons. Along the way, she helped to build a stronger and more inclusive university. In addition to pursuing studies in Spanish, her major, Paulette played a key role in organizing both the women's field hockey and basketball teams—playing on the former and managing the latter—and was one of the first-ever female DJs on WTJU, where she co-hosted a classical music show.

"We were ready to go," Paulette said. "We were set on making the University our own and not just sticking to the people and experiences we knew. Keeping busy was the key to our success."

Blake arrived a year later. A high-achieving, academically minded young man from Hampton, Virginia, he hadn't planned to attend UVA, instead pursuing entrée at an Ivy League school. After the University offered him a four-year ROTC scholarship, however, he couldn't resist. Once on Grounds, he too threw himself into university life, balancing his studies in rhetoric and communication with his ROTC obligations, performances with the University's orchestra and wind ensemble, and commitments as an RA. While Blake navigated the social realities of the University during the time, he was fortunate to have the support of associate dean John Graham, who admired his work ethic. Graham's mentoring helped give Blake the strength to blossom. He ultimately met Paulette through a mutual friend while studying for a music appreciation class midterm. Looking back, he's grateful for the role fate played in bringing him to the University.



CALIFORNIA DREAMS:

Blake and Paulette Morant stroll the beach in Malibu, where Blake was a visiting professor of law during the 2021-22 academic year.

"Maybe it was divine intervention," he said. "My whole life would have turned out differently otherwise. I never would have met Paulette."

After graduating, the Morants went on to successful careers. Blake, who between undergraduate studies and law school had spent seven-and-a-half-years at UVA, became a lawyer, first serving as an Army JAG Officer and then working in the private sector, where he made his way into academia. In 2007, he was appointed dean of Wake Forest University's School of Law, where he served until accepting a job as dean of the George Washington University Law School in 2014. In 2015, he served as president of the American Association of Law Schools.

After completing her undergraduate studies, Paulette attended graduate school at Ohio State, studying Spanish and linguistics. She established a successful career as an educator and taught Spanish at the high school and collegiate levels in Ohio, Virginia, and Pennsylvania. She took a break from teaching in 2007 when Blake landed his first deanship.


"I had begun serving unofficially in a networking capacity for alumni relations,"

Paulette said. "I found I enjoyed it and was good at it. Blake would take one side of the room, and I'd take the other."

Blake was extremely grateful for the support.

"I've been so fortunate and blessed to have this wonderful woman by my side," he said. "Becoming a dean was a big transition in our lives. I remember a colleague once said to me, 'I need a Paulette.'"

Despite all their success, the Morants have never lost sight of the University that brought them together. Since graduating, they've remained consistently engaged, attending reunions, Black Alumni Weekend, and other annual events. They've also provided generous support for Ridley Scholarships, athletics, the Maxine Platzer Women's Center, Madison House, law, faculty, the College, the arts, and the Alumni Association. Recently, they made a planned gift, providing strength for the University's future.

"This place was pivotal in our formation," Blake said. "And it's because of the people that were here and the opportunities that we had. UVA has continued to be a place we're proud of, and we want to see that continue for others." 

WHERE DATA

MEETS HOPE

The new Virginia Alzheimer's Disease Center Data Commons. You might think of it as a virtual place for sharing massive data related to Alzheimer's disease research—data with tremendous potential for advances across the entire spectrum of Alzheimer's. Dr. Carol Manning thinks of it as a clear way to make progress quickly.

"What is most immediately promising is that this data will help people now, which is important because so many suffer from the disease today. Treatment down the road may be too late," said Manning.

Manning, the Harrison Distinguished Teaching Professor of Neurology, conducts research focusing on multiple aspects of behavioral neuroscience, with particular emphasis on Alzheimer's disease and caregiving. She also directs the Memory & Aging Care Clinic.

A recent gift from the Harrison Family Foundation supports the collection of behavior, neuroimaging, and basic science data across platforms. The data will be integrated into a system called Virginia Alzheimer's Disease Center Data Commons, developed in conjunction with Tim Clark and Sarah Ratcliffe in the School of Data Science, to serve UVA researchers in multiple disciplines, giving them access to an extensive resource and allowing them to upload information as well. This new system, which is well underway, will include several types of data: neuroimaging and cognitive, biomarkers, mapping, models, and others. Exciting findings made so far include evidence that insomnia is under-recognized in people with Alzheimer's disease and that seizures in dementia are associated with an aggressive disease course, worse cognition, and earlier mortality.

Private funding such as that given by the Harrison Family Foundation helps build the infrastructure that allows researchers to gather preliminary data for testing ideas. This can lead to federal funding and generate further discoveries.

For Alzheimer's research, many of these discoveries deliver positive results. "It excites me that we're getting better at understanding risk factors and finding more behavioral changes that we can implement," Manning said. "We're getting better at helping people live with Alzheimer's."

That's good news we can all get behind. 

PROGRESS NOW:
Harrison Professor Carol Manning explains that accessible data speeds research efforts—so that those facing Alzheimer's can get help earlier.



THE RESULTS ARE IN

EMMA WILT
Systems Engineering with
a concentration in human
factors


*Merchandising Business
Analyst for Chewy*

STEPHANIE GERNENTZ
Chemical Engineering
and Environmental
Sciences

*Chemical Engineer
for Eli Lilly*

The first cohort of A. James Clark Scholars graduated from the School of Engineering and Applied Science in May 2022. Their career and graduate school plans are indicative of the program's success.

The Clark Scholars program brings together exceptional students with financial need from populations traditionally underserved in STEM fields and supplements their engineering education by providing a robust community of scholarship and support. Scholars complete a summer residential experience before their first year, study abroad, a certification in business fundamentals, and a service capstone project. The program is based in the Center for Diversity in Engineering with oversight by Meara Habashi, associate dean for diversity, equity, and inclusion. Scholars also have a broader support network within the School of Engineering and Applied Science, including Faculty Champions who support their academic work, industry engagement, and research exploration.

The A. James Clark Scholars Program is the signature academic program of the A. James & Alice B. Clark Foundation, which was created by Clark Construction Group founder A. James Clark and his wife and has a mission to expand opportunities for those who demonstrate the drive and determination to better themselves and their communities. 

NAZIRAH FARACH ROJO
Mechanical Engineering

*UVA Engineering's doctorate
program in Mechanical Engineering*

EMMA JENSEN
Mechanical Engineering

*Supply Chain & Operations
for Raytheon's leadership
development office*

VISHAL SINGH
Mechanical Engineering

*Engineer for Newport
News Shipbuilding*

AMY LEE
Aerospace Engineering
and Spanish

*Commissioned officer in
the U.S. Navy*

RACHEL ZHANG
Computer Science
and Statistics with a
concentration in biostatistics

*Quantitative Strategist in the
Global Markets division of
Goldman Sachs*

KATARINA LIDDELL
Chemical Engineering

*Engineer for Samsung
Austin Semiconductor*

GARRETT JOHANNSEN
Biomedical Engineering

*Clinical Associate for
Vanda Pharmaceuticals*

JENNIFER KHUU
Computer Science

*Engineer Electrical 1 for
Newport News Shipbuilding*

TEAGAN BAIOTTO
Civil/Environmental
Engineering

*University of Southern
California's doctorate
program in Biological
Oceanography*

RODAS ADDIS
Computer Science

*Brand Technical
Specialist for IBM*

Not pictured:

BABAFEMI OMOLE
Computer Science

Software Engineer for GoDaddy

JOSHUA SAHAYA ARUL
Class of 2021
Computer Science

Software Engineer for Capital One



FOR FRIENDSHIP & BROTHERLY LOVE

HIGH PRAISE FOR
ESTEEMED HOO

There are many ways to weigh a life well-lived. For some, it's a meaningful, productive career. Others may take pride in a loving family. Perhaps it's devotion to a school or passion for a cause. Or it might be sustaining a network of lifelong friends.



“We feel this is a fitting tribute to Bob and Em’s many years of commitment to UVA. We wanted somehow to recognize their goodness by creating this endowed scholarship.”

—BERKLEY CONE

By all these measures and more, the late **Robert P. Green (Col ’69)** made his mark, particularly as a loyal alum and advocate for the UVA Greek system. Green died peacefully in his sleep on May 4. As a student, Green’s accomplishments included serving as president of his fourth-year class, editor-in-chief of Corks and Curls, and president of his fraternity, Delta Kappa Epsilon. He also held leadership positions in two prominent social organizations, the IMPs and the Eli Bananas.


Green retired to Charlottesville with his wife, Em, and four children in the late 1980s after many years as a cotton and peanut grower in Georgia. In 2010, he received the Gordon F. Rainey Jr. Award for Vigilance to the Student Experience from the Society of the Purple Shadows for leading a \$1.5 million capital campaign to expand and maintain the DKE chapter house.

When he developed serious health issues related to prostate cancer last year, a group of his friends decided to act. In an effort spearheaded by **Berkley Cone (McIntire ’72)**, a fraternity brother and a cancer survivor, more than 140 friends and classmates came together to endow the Bob and Em Green Scholarship to honor their years of service to the University. To date, the group has raised more than \$435,000. With the University’s Bicentennial Scholarship matching funds, the total now stands at more than \$650,000.

Cone recalled that he came up with the idea of a scholarship after a May 2021 meeting with Green in Charlottesville. “On the drive back to Wilmington (Del.), I was crying, I’ll admit that honestly,” he said. “We told each other we loved each other, and even though we argued sometimes, I said, ‘Yeah, Bobby, but look at all the good things we did.’ And so, I started thinking about it. I called about 10 guys the following Monday and asked them what they thought about raising a scholarship for Bobby.”

Pledges have come from alums associated with a range of fraternities and social organizations, including DKE, Zeta Psi, St. Anthony Hall, the IMPs, the Society of the Purple Shadows, the Seven Society, members of the Jefferson Scholarship Foundation, and former University administrators. The Eli Bananas made a lead gift to the scholarship fund and went further, making a \$25,000 commitment to create the Bob Green Fund for Prostate Cancer Research at the UVA Cancer Center.

The scholarship will grant tuition support to fraternity members who have applied based on financial need. “We feel this is a fitting tribute to Bob and Em’s many years of commitment to UVA,” Cone said. “We wanted somehow to recognize their goodness by creating this endowed scholarship. And I knew there are a hell of a lot of guys out there that would say, ‘I love old Bob Green and I’m going to do something.’”

For information about supporting the Bob and Em Green Scholarship, contact Susan McShane, director of major gifts, 434-305-0748, sah6sh@virginia.edu. 



Top: The Green family with a network of lifelong friends at the Jefferson Scholars Foundation facility.

Left: Green a Delta Kappa Epsilon fraternity brother.

Right: Berkley Cone at a luncheon honoring Green and attended by many supporters, including Whitt Clement, current rector of the Board of Visitors; Gordon Rainey, former rector of the Board of Visitors; Leonard Sandridge, former executive vice president and chief operating officer; Ernest Ern, former vice president of student affairs; and Gordon Burris, former senior assistant to the president.

ROBYN S. HADLEY

***Vice President and Chief Student Affairs Officer,
Dean of Students***

Hadley was the first in her family to go to college, a Morehead-Cain Scholar who played basketball at UNC and a Rhodes Scholar who rose to president and COO of an export import management company based in Hampton Roads, Virginia. In 2004, she pivoted from volunteering in education to full-time work with school systems and supporting students and families to help them understand the college and scholarship application process. Before joining UVA, she served as associate vice chancellor and dean for scholar programs at Washington University in St. Louis. We asked questions of Hadley at the close of her first academic year on Grounds.



1 *What are your thoughts about the importance of the student experience at UVA?*

The student experience at UVA is as rich and diverse as each and every student. In student affairs, we strive to provide opportunities for students to engage in the life of the University and, through student self-governance, shape an experience that promotes their learning, growth, and development. It starts as new students come to Grounds and live in residence halls and work alongside others in the classroom whom they would otherwise have never met but for their shared UVA experience. It continues into their involvements in Student Council, honor, Greek life, or the many clubs and organizations around Grounds—where they learn to hold one another accountable, have fun together, and build the community of trust and caring that they want to live in together. And so, many take those experiences of community building and caring off Grounds as they serve the Charlottesville community and communities across the country and the world. Ideally, student affairs provides the scaffolding that allows students themselves to build a web of experiences that make them into the service-oriented and caring citizen-leaders we know them to be as alumni.

ENGAGING WITH STUDENTS:
Excitement is in the air as Hadley welcomes students into the extended UVA family.



2 *Now that students have spent a year back on Grounds, how have things changed?*

First of all, I need to commend our students for the amazing work that they have done over the course of the pandemic keeping one another and our community safe. While there were some bumps in the road along the way, by and large our students rose to the challenges of COVID and were able to maintain living and learning on Grounds. I am so proud of what we were able to accomplish together in such challenging times and circumstances.

More recently, as we have begun to shift our response to COVID-19 from pandemic to endemic, I have felt a new energy and excitement in the air around Grounds. Students are able to get out more, socialize with friends, and more easily make new friends. By taking part in events this spring like Days on the Lawn, you can sense a real coming together in anticipation and joy for what's ahead. The same is true as I walk the Lawn each day now and see students gathering to take their graduation photos or to simply picnic together and enjoy the beauty of the Grounds. Maybe it was just the optimism of spring and the fanfare of Final Exercises, but I know that I am looking forward welcoming the class of 2026 this summer, and to starting my second academic year in the fall!

3 *What new initiatives to support students excite you most?*

Over the last several months, I have been challenging student affairs staff and others to think about the new students and transfers arriving on Grounds in fall. When they arrive, the last class to have had a “normal,” maskless, UVA experience will have graduated in May. In fact, the last time our new first-year students will have had a fully maskless, in-person educational experience would have been their freshman year of high school—when they were 14 or 15 years old. These students will need to be introduced to the values and traditions that make UVA and the student experience here one of the most special in the nation, and they will need more scaffolding and support to uphold the values of self-governance and the community of trust that we hold dear.

To do this, I am asking the staff to reimagine the new student orientation by envisioning the college transition as a continuum of resources and experiences that begins from the moment a student receives their acceptance letter to when they select a major by the end of their second year. This approach will involve coordinating our work as a division but also building stronger partnerships with our enrollment and academic colleagues to create a curricular and cocurricular scaffolding through strong advising and mentoring. I am excited about the opportunities we have available, ranging from connecting with colleagues in the Karsh Institute for Democracy to working with operations


colleagues to build residence halls that meet the goals of housing all second-year students. These partnerships will ensure that our students have a strong foundation that supports the deeper, more intense learning experiences that will take them to Final Exercises and beyond.

4 *How does philanthropic support help you achieve your vision for the University of Virginia?*

Every gift, no matter the size, shows us in student affairs how much our alumni, friends, and supporters of the University value the student experience and how much they appreciate the work that we do. That is an important message for the hardworking and dedicated staff to hear. Furthermore, these gifts allow us to think and dream big about the future of student affairs and the important and innovative ways that we can serve a growing and diverse population of students.

For example, as we think about reimagining the new student experience, including outreach to students as they are admitted to UVA, how do we ensure that first-generation and low-income students see the University as a place of support and belonging? How might we ensure that programs like Days on the Lawn and in-person orientation are accessible to all students and their families? How do we ensure that all students have opportunities for cocurricular engagement, including participating in clubs and organizations, internships, service, and community connection? How do we create an environment where a third-generation UVA first-year student will be as excited about their first day of class as their grandfather? It's through philanthropic support of initiatives like The Cavalier Fund and support of emergency and essential student needs that we are able to allow all students to take part in the student experience and see themselves as part of our extended UVA family.

5 *You've had so many experiences—both professional and academic ones. What keeps you interested about life here in Charlottesville?*

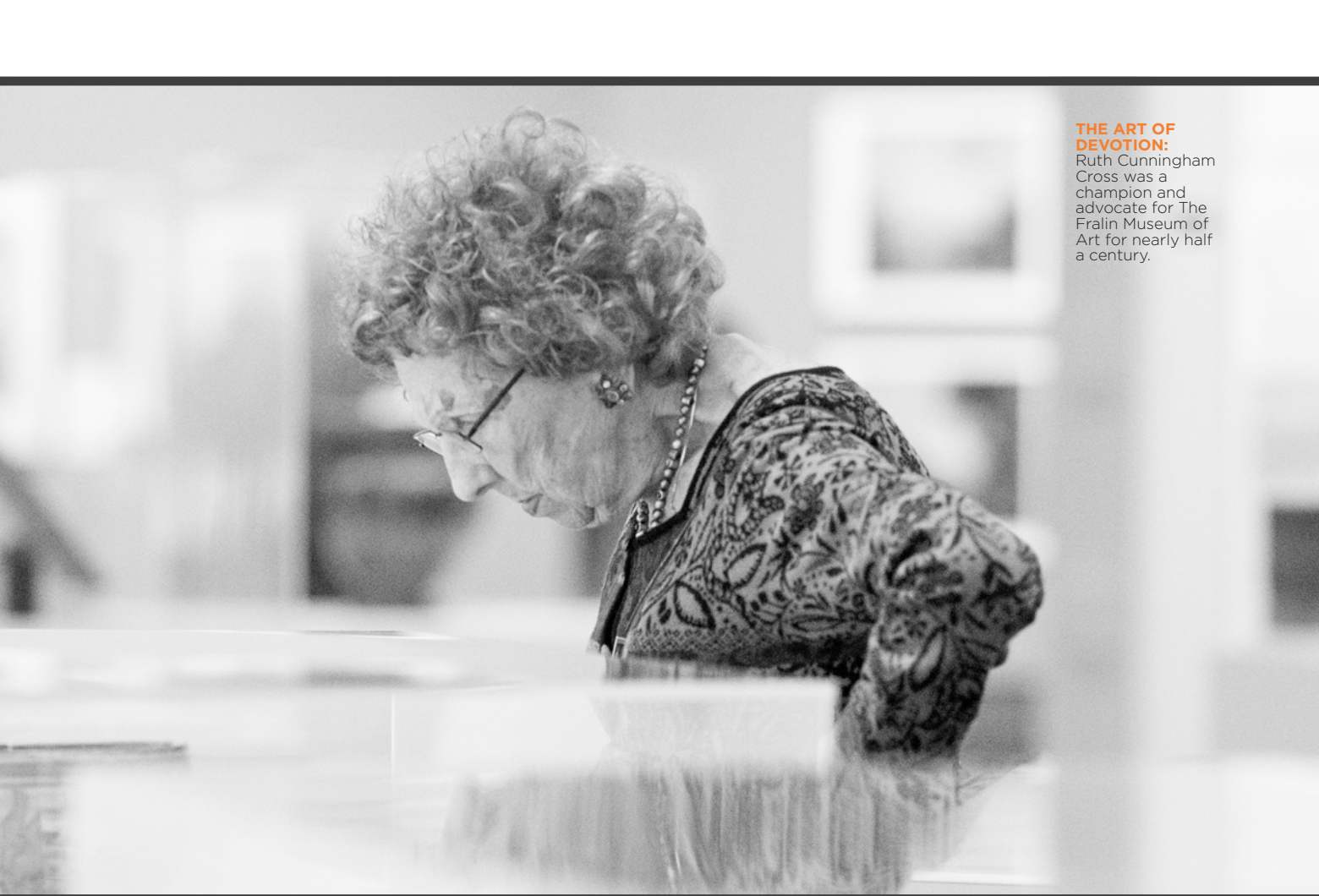
I moved to Charlottesville from St. Louis in the middle of the pandemic and hit the Grounds running—meeting with colleagues and learning as much as I could about the division and the University before the semester began. Living on the Lawn in a pavilion has been an amazing experience, but I still feel part University ambassador and part tourist each day I walk out of my front door. Much of the University is still new to me, so I'm really looking forward to starting my second year here with continued curiosity and excitement about what lies ahead! And as a former varsity basketball player at UNC and Oxford University, I am very excited to meet and support our stellar student-athletes at UVA. 



A Life Inspired

In 2021, The Fralin Museum of Art lost one of its most ardent and energetic supporters, Ruth Cunningham Cross. Cross believed so greatly in the mission of the museum that she always wanted to be the first person from the community to welcome any new member of the museum team, ensuring that they knew they had a friend and advocate. Continuing this tradition of support, The Fralin is poised for future success thanks to a \$1 million endowment created by the family of Ruth Cross. Established in March, the Ruth C. Cross Endowment for Acquisitions and Collections Care will provide resources for acquiring new works and preserving those already in the collection.

Cross, who passed away at the age of 94, was a longstanding patron, volunteer, and friend of the museum. After playing an instrumental role in its reopening in 1974, she worked at the museum for more than 20 years, later serving in various volunteer roles for another two decades. During her tenure, she helped to shape the institution's governance, serving on the advisory board, volunteer board, and collections committee.




THE ART OF DEVOTION:
Ruth Cunningham Cross was a champion and advocate for The Fralin Museum of Art for nearly half a century.

“The Fralin Museum of Art has been profoundly influenced by Ruth’s hard work and dedication to caring for our collection,” said Matthew McLendon, J. Sanford Miller Family Director at The Fralin. “Ruth’s legacy with the institution has helped create the museum we are today. This generous endowment will ensure that her caring and attentive spirit lives on at The Fralin for years to come.”

A lifelong learner who loved sharing her thoughts on art with family and friends, Cross grew up in Brookline, Massachusetts. She began her long connection to the academic world at Yale and then relocated to Swarthmore College, where she and her first husband, William Henry Brown, raised their three children. After Brown’s untimely passing, Cross attended a yearlong course at the Barnes Foundation in Philadelphia, which ignited her passion for the visual arts.

In 1972, Cross’ second husband, Robert Dougherty Cross, joined the University as dean of the faculty of arts and sciences and professor of history. The couple moved their academic lives to UVA, where they lived on the Lawn in Pavilion VI. There, they were popular residents and would often host Lawn students for breakfast. It was during these early years on Grounds that Cross forged a lasting connection with the museum.

“Mother loved The Fralin,” her children said in a statement. “Her long relationship with the museum provided a way for her to express her strongly held belief in the power of the arts to sustain, inspire, and give pleasure to all. Her hands-on experience also gave her an appreciation for the importance of collections care, as well as the excitement of new acquisitions. She was open to lots of different kinds of art and would be delighted by this endowment.” 

The University offers a regular program of informative and enriching events both virtually and in-person. Read below for recent, ongoing, and upcoming top picks.

ENCHANTING IRELAND — OCTOBER 6-18, 2022

Hosted by Cavalier Travels, this charming expedition begins in Dublin, where attendees will visit Trinity College, home of the Book of Kells, and St. Patrick's Cathedral. Witness the magnificent scenery of Galway and Kerry. Experience the stunning Ring of Kerry, stopping to enjoy an Irish Sheepdog demonstration. Visit the famed Blarney Stone, then see the celebrated Rock of Cashel. Caroline E. Janney, John L. Nau III Professor in History of American Civil War, will serve as a faculty member expert.

Visit engagement.virginia.edu/travel/2022/enchanting-ireland to learn more.

RADIO RELICS: A WTJU HISTORY EXHIBITION

Held in June and July, this free micro-museum exhibit traced WTJU's storied history of broadcasting for the UVA and Charlottesville communities. As part of its 65th anniversary celebrations, the station curated photos, artifacts, and t-shirts spanning more than six decades. Located in a renovated vintage camper behind the WTJU studios, the exhibit was open Monday through Friday from 10 a.m. to 5 p.m. Former WTJU general manager Chuck Taylor contributed many of the fascinating historical artifacts.

Visit wtju.net/radiorelics/ to learn more.

DEMOCRACY DIALOGUES: SOCIAL MEDIA VS. DEMOCRACY


Held in April, this panel discussion and webinar was produced by the Karsh Institute of Democracy and co-sponsored by the Miller Center. The event featured former U.S. Rep. Barbara Comstock; Sen. Mark Warner; Danielle Citron, the Jefferson Scholars Foundation Schenk Distinguished Professor in Law and Caddell and Chapman Professor of Law; and Siva Vaidhyanathan, the Robertson Professor of Media Studies and director of the Center for Media and Citizenship, who explored the effects of social media on democracy, addressing key questions around regulation, election security, free speech, and data privacy. Democracy Dialogues is an ongoing series designed to strengthen democracy through civil debate.

Visit millercenter.org/news-events/events/social-media-vs-democracy to learn more.

MORE THAN THE SCORE

The More Than the Score faculty-led talk series launches its 16th season this fall. Some of the esteemed faculty speakers will include UVA Women's Basketball head coach Amaka Agugua-Hamilton; Vice President and Chief Student Affairs Officer Robyn Hadley; Dean of the Batten School of Leadership and Public Policy Ian Solomon; Director of UVA's Center for Politics Professor Larry Sabato; and Dean and Edward E. Elson Professor of Architecture Malo Hutson. Lectures are held on Saturday mornings of home football games.

Visit engagement.virginia.edu/learn to learn more.



NICE VIEW:
The Cliffs of Moher are among Ireland's most popular tourist destinations. O'Brien's Tower, the crown jewel, sits at their highest point.

For a complete listing of upcoming events, visit alumni.virginia.edu/events.

TOPPING OUT TIME

On the 881st day of construction for UVA's main library renovation, the work paused for a celebratory milestone. As more than 100 workers stood by, a crane hoisted two steel beams draped with a U.S. flag into place. The crowd was there to witness the traditional "topping-out ceremony," marking the installation of the two uppermost beams in the project.

Topping-out ceremonies have occurred as long as humans have been building things. A Scandinavian tradition, for example, sets bundles of wheat on a building to bestow prosperity on the structure. The library project started in 2019 and is currently 64% complete with an opening date of 2023. Support for the renovation comes solely from private gifts from alumni and friends and state funding.

John Unsworth, the University librarian and dean of libraries at UVA, said that the ceremony marked a turning point in the library's construction and renovation. "When this new library opens, every part of it will have been improved," he said. "It will be a beacon for students, faculty, researchers, and community members."







STOPPING TO SIGN:

A crane hoisted two beams, signed by many, with an attached American flag.



FOUND ON *GROUNDS*

FOUND ON GROUNDS: A glimpse through the rear door of the recently restored Pavilion VIII reveals a tranquil garden. The pavilion is now updated and renovated from top to bottom, interior and exterior, housing two faculty members in garden level and second-story apartments and also providing space for four classrooms and the University Guide Service.

To learn more about naming opportunities and ongoing efforts to support Pavilion VIII, contact Jake Pittman, associate director of development, 434-964-6510, jsp4yc@virginia.edu.



Advancement

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BICENTENNIAL SCHOLARS FUND

Since its establishment in late 2016, the Bicentennial Scholars Fund has created hundreds of new scholarships and expanded access for prospective UVA college students. Thanks to the generous gifts from alumni, parents, and friends, matched by the University, the impact of the fund has been transformational, making UVA accessible for outstanding students facing financial challenges—a priority set forth in President Ryan’s 2030 Strategic Plan. Learn more about the strategic plan at strategicplan.virginia.edu/.