<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>11:05</td>
<td><strong>Welcome</strong></td>
<td>Chris Doran</td>
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<tr>
<td>11:10</td>
<td><strong>Guest Speaker</strong></td>
<td>Jim G. Clawson, Johnson &amp; Higgins Professor, Emeritus</td>
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<td></td>
<td></td>
<td><em>Darden Graduate School of Business</em></td>
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<tr>
<td>11:30</td>
<td><strong>Year in Review</strong></td>
<td>Amy Muldoon &amp; Maggie Stein</td>
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<tr>
<td>11:40</td>
<td><strong>Recognition</strong></td>
<td>Maggie Stein</td>
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<tr>
<td>11:45</td>
<td><strong>Co-Chair Elections</strong></td>
<td>Amy Muldoon &amp; Membership</td>
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<tr>
<td>11:50</td>
<td><strong>New Executive Committee</strong></td>
<td>Amy Muldoon</td>
</tr>
<tr>
<td>12:00</td>
<td><strong>Lunch</strong></td>
<td>Chris Doran</td>
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**Next meeting:** September 15, 2016 11 AM in the South Meeting Room, Newcomb Hall
Jim G. Clawson
Johnson & Higgins Professor, Emeritus
Darden Graduate School of Business
Inspiring Leadership

The Role of CHARTERS

James G. S. Clawson
Darden GSB, UVA
“I always wanted to be somebody…

I guess I should have been more specific.”

Lily Tomlin
Lou Gerstner on IBM’s Transformation

“Lack of focus is the most common cause of corporate mediocrity.”

Who Says Elephants Can’t Dance?
And ...

Confusion, fogginess, conflicting messages and data and uncertainty tend to dissipate energy.
How often do you see this around you?
How do you **inspire** people (polar bears)?

1. **Rewards and Punishments?**
2. Logic, data, statistics, analysis?
3. Clarity of mission, vision, values, and strategy?
The leader’s job is to **clarify**.

- What do we do (and not do)? *(mission/purpose)*
- Where are we going? *(vision)*
- What principles define us? *(values)*
- How will we get there? *(strategy)*
- How will we know if we are making progress? *(measures)*
- WHO is going to make these decisions? *(leadership)*
Here’s a framework for clarity... CHARTERs

1. Mission Statement
2. Vision Statement
3. Values Statement
4. Intended Feel Statement
5. Strategy
6. Operating Goals and Milestones
7. Leadership
CHARTERS can (and should) be employed at several levels

• National
• Industrial
• Organizational
• Departmental
• Team
• Individual
Mission/Purpose

For example,

• We protect those who protect us.
• We make education affordable for everyone.
• Keep Virginia Moving.

VS: We deliver world-class goods and services that delight our customers beyond their expectations and give our investors an above industry average return on their investments. *(blah blah committee result. Uninspiring.)*
What happens when a person crosses the divide between choice and obligation?

1. Energy?
2. Creativity?
3. Initiative?
4. Productivity?
How often do you see this?
Key Concept: Clarity of Purpose creates ENERGY

Leadership is about managing energy, first in yourself and then in others.

Levels of BUY-IN

1. Passion ("What you ask is the #1 thing in my life.")
2. Engagement ("I want to do what you ask.")
3. Agreement ("I will do what you ask.")
4. Compliance ("Okay" but where are the loopholes?)
5. Apathy ("I just don’t care.")
6. Passive Resistance ("Oops.")
7. Active Resistance ("No way in hell.")
Elements of a Charter

*Can you bring clarity to these?*

<table>
<thead>
<tr>
<th><strong>Mission Statement:</strong></th>
<th>A <em>definition</em> of what we do, our purpose in life. (short only a few words, but very focused)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision Statement:</strong></td>
<td>A <em>picture</em> of what we can and want to become in the future. (longer, perhaps a page for each piece, e.g. financial, market, operations, etc.)</td>
</tr>
<tr>
<td><strong>Values Statement:</strong></td>
<td>A list of the <em>principles</em> that define what we stand for that shapes our style. (half a page—not too many that employees cannot remember them)</td>
</tr>
<tr>
<td><strong>Feel Statement:</strong></td>
<td>How you want to feel (assuming you believe feel affects your performance)</td>
</tr>
<tr>
<td><strong>Strategy Statement</strong></td>
<td>A broad outline of <em>how</em> we are going to go about our mission and move toward our vision. (longest section with subsections for finance, marketing, operations, public relations, etc.)</td>
</tr>
<tr>
<td><strong>Operating Goals and Tactics:</strong></td>
<td>Short-term <em>targets</em> and milestones by which we measure and review our interim progress. (not too long, carefully chosen, easy to track)</td>
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Purpose

..the single most critical improvement anyone can make in brain function, and in character, is to find his mission in life. Passion heals; a whole-hearted commitment to a calling, or a career, or an avocation focuses the mind and the soul.

And neuropsychiatry tells us that idleness is indeed the devil’s playground. It is well known that idleness increases psychiatric and physical symptoms of all kinds; this is true even of schizophrenics. Psychotic patients report that while they are working they don’t hear voices. The effect is so pronounced that some authorities speak of work as a wonder drug.

Be Inspiring:
Create Energy by
Creating Clear Charters
ACCOMPLISHMENTS: 2015-16

FORGED RELATIONSHIPS WITH KEY ADMINISTRATORS

• Staff Senate Advisory Board
• UHR, Bryan Garey and Alison Miller

ENGAGED WITH UNIVERSITY LEADERS

• Hosted EVP-Provost, EVP-COO, EVP for Health Affairs, VP and Chief HR Officer

FOSTERED STAFF DEVELOPMENT

• Created leadership roles within the Staff Senate
• Placed staff on important university and hiring committees
ACCOMPLISHMENTS: 2015-16

ADVOCATED TO IMPROVE PROGRAM OFFERINGS FOR STAFF

• Developed compensation document
• Researched & developed recommendations for Education Benefit program
• Researched parental leave policies
• Explored avenues for increasing staff access to wellness centers

REALIGNED STAFF SENATE

• Rewrote mission, aligned committee work with mission, helped committees develop goals
• Developed new member orientation
• Established Senate coordinator positions
• Worked with CACS to redevelop Senate website
• Assisted UHR in selecting communication specialist to oversee Senate admin functions and communication outreach
LOOKING AHEAD: 2016-17

- **Continue to develop relationships with top University administrators**
  - Forge a strong relationship with new Chief Human Resources Officer
  - Collaborate with UHR on shared strategic initiatives
  - Arrange a meet and greet with President Sullivan
  - Establish closer ties to Pat Hogan

- **Strengthen the Staff Senate voice and reach within the University**
  - Develop marketing materials that articulate why the Senate is important and what the Senate has accomplished
  - Partner with UHR to host staff appreciation events and share Senate initiatives and accomplishments
  - Recruit and develop Staff Senate talent
    - Develop strategies to recruit top talent to the Staff Senate
    - Foster talent and develop strong leaders within the Senate to ensure Senate endures and continues to become a cornerstone of the University
LOOKING AHEAD: 2016-17

• **Continue to advocate for staff and create clear channels of communication**
  o Improve communication with staff through new website and blog
  o Broaden the Senate work beyond UHR initiatives
  o Explore possibility of partnering with UHR to send out a staff survey
  o Monitor University policies, programs and initiatives that impact staff and, when necessary, taking appropriate action

• **Refine and clarify internal Staff Senate processes**
  • Explore ways to ensure the Senate is sustainable for senators, alternates and the executive committee
  • Clarify election policies and develop strategies for recruiting senators and alternates
THANK YOU SENATORS AND ALTERNATES
Co-Chair Elections

Maggie Stein

Jess Wenger
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

Maggie Stein
Senate Co-Chair

Jess Wenger
Senate Co-Chair

Amy Muldoon
Past Senate Co-Chair

Chris Doran
Chair, Membership

Mike Ludwick
Co-Chair, Advocacy

Brandy Amos
Co-Chair, Advocacy

Andrea Johnson
Co-Chair, Partnerships

Melissa Goldman
Co-Chair, Partnerships
MELISSA GOLDMAN

• **Position** = Fabrication Facilities Manager, School of Architecture

• **Years of University Service** = 5.5

• **Fun Fact** = Roller Derby official for the Derby Dames and goes by the name Le Corbruisieier.

• **Key Vision for Staff Senate** = I am excited when staff, faculty, and students all work together to make awesome things happen, so I’m stoked for the Senate and our committee to build up these partnerships so we have an equal voice at the table.
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

Maggie Stein  
*Senate Co-Chair*

Jess Wenger  
*Senate Co-Chair*

Amy Muldoon  
*Past Senate Co-Chair*

Chris Doran  
*Chair, Membership*

Mike Ludwick  
*Co-Chair, Advocacy*

Brandy Amos  
*Co-Chair, Advocacy*

Andrea Johnson  
*Co-Chair, Partnerships*

Melissa Goldman  
*Co-Chair, Partnerships*
ANDREA JOHNSON

- **Position** = Grants, Contracts & Operations Manager, Dept. of Medicine (Nephrology)

- **Years of University Service** = 5

- **Fun Fact** = In H.S. was a lifeguard at Baechon Beach on the West coast of South Korea

- **Key Vision for Staff Senate** = To give UVa Staff a seat at “the table.” I believe the future is bright, and we are a big part of it.
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

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Mike Ludwick  
*Co-Chair, Advocacy*

Brandy Amos  
*Co-Chair, Advocacy*

Andrea Johnson  
*Co-Chair, Partnerships*

Melissa Goldman  
*Co-Chair, Partnerships*
JESS WENGER

- **Position** = Environmental Projects Manager, Facilities Management

- **Years of University Service** = 12

- **Fun Fact** = Has an uncanny ability to find four-leaf clovers

- **Key Vision for Staff Senate** = The University community is made up of students, faculty, and staff. I want help staff to feel empowered to make our community better. We are all in this together.
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

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Brandy Amos
*Co-Chair, Advocacy*

Andrea Johnson
*Co-Chair, Partnerships*

Melissa Goldman
*Co-Chair, Partnerships*
MIKE LUDWICK

- **Position** = Associate Director for Grants and Contracts, OSP

- **Years of University Service** = 7

- **Fun Fact** = Favorite food is crab legs

- **Key Vision for Staff Senate** = To improve the lives of staff through better pay, benefits, recognition and work-life balance.
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

Maggie Stein
Senator Co-Chair

Jess Wenger
Senate Co-Chair

Amy Muldoon
Past Senate Co-Chair

Chris Doran
Chair, Membership

Mike Ludwick
Co-Chair, Advocacy

Brandy Amos
Co-Chair, Advocacy

Andrea Johnson
Co-Chair, Partnerships

Melissa Goldman
Co-Chair, Partnerships
MAGGIE STEIN

• **POSITION** = Business Manager, Department of French

• **YEARS OF UNIVERSITY SERVICE** = 11

• **FUN FACT** = Makes most of her own clothes

• **KEY VISION FOR STAFF SENATE** = For all staff to know that they can make positive changes to this University.
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

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Senate Co-Chair

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Co-Chair, Advocacy

Andrea Johnson
Co-Chair, Partnerships

Melissa Goldman
Co-Chair, Partnerships
AMY MULDOON

• **Position** = Project Manager, Demographics Research Group

• **Years of University Service** = 5.5

• **Fun Fact** = I am named after two characters in a book.

• **Key Vision for Staff Senate** = To find ways to make the Senate sustainable (not wear people out), help staff feel empowered, and have a bit of fun along the way.
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Co-Chair, Advocacy

Andrea Johnson
Co-Chair, Partnerships

Melissa Goldman
Co-Chair, Partnerships
CHRIS DORAN

- **Position** = Communications Director, Student Financial Services

- **Years of University Service** = 9

- **Fun Fact** = Was asked to sing at Bruce Springsteen’s first wedding

- **Key Vision for Staff Senate** = continue to seek out ways to enhance the work lives of all staff through sharing of information, creating opportunities for personal and professional development, and creating new partnerships among and across areas of the University.
MEET YOUR STAFF SENATE EXECUTIVE COMMITTEE

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Andrea Johnson  
*Co-Chair, Partnerships*

Melissa Goldman  
*Co-Chair, Partnerships*
BRANDY AMOS

- **Position** = Finance and Human Resource Coordinator, McIntire School of Commerce

- **Years of University Service** = 18

- **Fun Fact** = I am an avid sports fan

- **Key Vision for Staff Senate** = Work to promote a staff voice with the University Community. Fostering and building new lines of communication to ensure staff are appropriately informed of their changing environment.
NEW STAFF SENATE COORDINATORS

Diane Ober  
*Membership Coordinator*

James Weissman  
*Election Coordinator*

Bill Corey  
*Internal Communication Coordinator*

Sandra Foster  
*SOM Coordinator*

Mary Stepanski  
*SOM Coordinator*
ENJOY YOUR ZERO WASTE LUNCH!

Thank you to Bryan Garey for making it possible and Elizabeth Carey for pulling it all together.

Our next Staff Senate meeting is September 15th meeting @ 11 AM in the South Meeting Room, Newcomb Hall