• A little history
• Compliance review
• Strategic Alignment
• Data Gathering and feedback
• Pilot proposal
What got you here won’t get you there.

Marshall Goldsmith
Where we’ve been...

• Tuition waiver
• Education Benefit

2600

10%, 88%, 2%

70/30

$2M
Compliance

- Qualified Educational Benefit Programs
  26 U.S. Code 127

- Grants – 2 CFR 200.431
Strategic Alignment

**PILLAR 1**
Enrich and strengthen U.Va.'s distinctive residential culture

**STRATEGIES**

- Student Leadership Development
- Total Advising
- Lifelong Alumni Engagement

**PILLAR 2**
Advance knowledge and serve the public through research, scholarship, arts and innovation

**STRATEGIES**

- Pan-University Research
- Infrastructure and Services
- Evidence-Based Education

**PILLAR 3**
Provide educational experiences that deliver new levels of student engagement

**STRATEGIES**

- High-Impact Experiences
- Global Presence

**PILLAR 4**
Assemble and support a distinguishing faculty

**STRATEGIES**

- Faculty Leadership Development
- Continuous Faculty Recruiting

**PILLAR 5**
Steward resources to promote excellence and affordable access

**STRATEGIES**

- Affordable Excellence
- Leadership in Staff Excellence
- Organizational Excellence
- Strategically Aligned Philanthropy
The University of Virginia is transforming the way we serve our mission by putting you first. The Academic Division and Health System forces. We aim to create a consistent and exceptional work experience for every UVA colleague, one that is commensurate with our excellence.

Current Challenges
The case for transforming Human Resources (HR) at UVA has never been stronger. Outstanding HR services are crucial for the University to deliver on its mission and its strategic goals. Currently UVA faces:

- Mass retirement of existing talent
- Increasingly competitive market for new talent
- Inconsistent service experience
- Systemic inefficiencies and redundancies
- 70+ disjointed systems that collect HR data and six different learning management systems across three entities
- 20+ employee categories governed by 152 HR policies

The Solution
Human Resources must be focused and unwavering in its support of excellence. We aim to provide the highest quality HR services to advance the University’s mission of world-class teaching, research, patient care, and public service.

We commit to:
- A recruiting, hiring, and onboarding experience consistent with the reputation of the University
- Improved satisfaction through seamless, consistent, high-quality HR services, and experiences
- Proactive support and engagement from qualified HR professionals
- A more efficient operating model that frees up HR professionals to focus on more value-added activities
## Data Gathering & Feedback

<table>
<thead>
<tr>
<th>Staff Senate Advocacy Committee</th>
<th>Emails and dialogue with staff senators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview with interim VP-HR</td>
<td>Interviews with various school/unit HR Directors</td>
</tr>
<tr>
<td>Interview with Associate VP for Organizational Excellence</td>
<td>Review of proposal with Staff Senate Advocacy Committee</td>
</tr>
<tr>
<td>Review of proposal with VP-CHRO and VP-CFO</td>
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</table>
Pain Points

- Lack of Tuition Benefit
- Same conference could be approved for one employee/disapproved for another
- Lack of plan document
- Lack of clarity on what could and could not be approved
2017 One-Year Education Benefits Pilot (Academic)

Tuition Benefit (indexed annually to cost of four 3-credit UVA undergraduate courses - $4360 in 2017)

- Employee must be enrolled in for-credit courses working towards Associate’s, Bachelor’s, Master’s, Doctoral degree or for-credit Certificate Program.
- Courses must be taken at nationally recognized accredited colleges, universities and technical schools. Nationally recognized accreditations are those from the U.S. Department of Education and/or those acknowledged by the American Council on Education.
- Grade of C or better
2017 One-Year Education Benefits Pilot (Academic)

Educational Benefit ($2,000) for professional development including classes, certification training, and conferences

Meets one or more criteria:
- Job related
- Career growth related
- Developmental opportunity outlined in the staff/faculty member’s development plan. For staff, the development plan is outlined as part of the Lead@ performance management process.

Education must be provided/sponsored by a recognized provider of learning experiences
For Both Programs

- Maximum Combined Benefit - $4360
- No books, travel or equipment are reimbursed
- HR Approval – additional review for non-routine Faculty requests
- Appeals process
- Plan Document
  - Eligibility requirements
  - FAQ’s
  - Examples
• Opportunity to review Financial and customer impact

• As HR is transforming, we can collect data and make adjustments to this program, as needed, as we align HR across UVA in the coming years