



Minutes from Staff Senate Monthly Meeting of May 10, 2018
Location: Newcomb Hall, South Meeting Room
Time: 11:00 AM–1:00 PM

Meeting Summary

Welcome and Announcements: Michael Phillips, Co-Chair
Presentation: Advancement—Mark Luellen and Peter Grant
Presentation: Identity and Access Management Systems—Mark Cox
Senate Business: Elections—Kendall Howell
Senate Business: Exec Updates—Executive Committee
Senate Business: Senator Feedback on Planning for Next Year—Senate

Welcome and Announcements

Michael Phillips

An attendance sheet was passed around and Michael had parking passes.

Presentation: Advancement

Mark Luellen and Peter Grant

Mark reviewed the Staff Senate website and was very impressed by the amount of good work the Staff Senate has done in a short timeframe. Mark's portion of the conversation covered the background about University Advancement overall at UVA, and Peter is the chair for the capital campaign, so he spoke about the campaign in greater depth.

Throughout UVA, UVA related-foundations, and at Wise, roughly 450 employees work at least in part with University Advancement. Roughly 50% of these individuals report up through their schools and units to the vice president for advancement.

As described on slide 4, the advancement community at UVA is complex, made up of numerous independent foundations and internal advancement units. Typically, public higher education institutions tend to be more centralized, and private institutions are more decentralized. UVA is more diversified—a hybrid of the two models. There are great way for volunteers to be engaged, and UVA has 75 to 100 volunteers consistently wanting to support specific colleges/units.

The UVA-affiliated foundations report up through the chief operating officer (COO) organization. Each foundation has a presidential appointee on its board, and a Board of Visitors (BOV) appointee. The foundations also turn in an annual report each year to the University.

See slide 5, “Advancement by the Numbers,” for more information on Advancement’s data. UVA has over 70,000 unique donors who support at varying levels, from \$5 to \$10 million. Of donors who have given over \$100,000 in their lifetime, they give to an average of 13 different areas at the University.

The campaign is more endowment-focused than our ongoing annual giving. Donors created 151 new endowments last year. A main takeaway from this conversation is that people need to spend endowments—make sure the money gets spent. Donors want to hear about their contributions being spent to fuel good work, so spend the endowments and then share the stories with Advancement so they can share them with donors.

Advancement’s work is diverse and includes fundraising, gift processing, and estate planning. Additionally, there are over 100 UVA clubs in different cities, mainly organized by volunteers, that hosted over 1,000 events last year. Advancement oversees the volunteer staffing for those events, which include student sendoff events and lifelong learning for alumni.

Slide 6 has information about UVA’s philanthropic growth over the past several years. UVA has had two major, comprehensive campaigns in its history. The last, in 2013, yielded \$3 billion in donations. The new campaign’s goal is \$5 billion. When looking at these figures, people frequently ask why we keep having to raise this amount of money. Where does this money go? As shown on slide 7, operational funding comes from a number of sources, with about 21% of the overall Academic Division and Wise operational funding coming from Advancement’s efforts with donors. The total University budget is \$3.4 billion annually for the Academic Division, Health System, and Wise; state appropriations cover under 5% of that overall operating budget. We cannot grow certain revenue areas, so we have to continue to fundraise.

Peter, who is chair of the upcoming campaign, holds two degrees from UVA and his children attend UVA, so he began by thanking the Staff Senate. This third campaign will continue to grow the endowment that has benefited from the previous two. The campaign ending in 1995 brought in \$1.3 billion and the 2005-2013 campaign yielded \$3 billion. Between those two campaigns and growth from the markets, the UVA endowment is \$9 billion, which places us in the top 20 endowments for U.S. higher education organizations and in the top three for public higher education institutions. This is one area of funding we can control. Endowment enables us to fuel our growth. This campaign will kick us up to the \$10 billion endowment level, the upper echelon for higher education institutions.

UVA aims high and this campaign will help us do that. The official timeframe for the campaign is from July 1, 2013, (when the last campaign concluded) to June 30, 2025. The quiet phase continues through 2019; during this phase, Advancement reaches out to existing donors to get some large gifts to anchor the campaign. The aim is to have achieved 30-50% of the goal

amount before announcing the campaign to the public. The current campaign is on target to do well on donations during the quiet phase. Campaign announcement dates are linked to UVA Bicentennial events.

Buildup toward the campaign goal has taken part at schools, units, and foundations to determine needs and aspirational goals. Campaigns are about aspirations—what people would like to do. Previous campaigns had a lot of building/brick and mortar needs associated with them. This campaign is more focused on endowment—faculty, chairs, and programs. Donors like to see outcomes, and endowments have a longer gestation period. Part of the challenge is to determine how we show the results—how we illustrate the effectiveness of endowment gifts.

President-Elect Jim Ryan begins on August 1, and at that time Advancement will try to tie his thoughts and aspirations to those expressed by the units across the University. It will also be important to connect with donors and people outside of the University community, specifically hoping to get large donations from non-UVA-affiliated people or organizations. Peter assumed his role as chair early last summer. He has been traveling to meet alumni and others in the interim, and there is excitement and enthusiasm about UVA's new president. It helps fuel that enthusiasm that President-elect Ryan had been a faculty member at UVA previously and is a known entity. It also helps that he wrote a commencement speech that turned into a book. The University is in a good position to achieve a successful quiet phase, and President-elect Ryan has ideas about pan-University initiatives and plans that will attract donors.

Finally, all campaigns have relied on UVA alumni volunteers. Peter is pulling together a network of alumni and donors to help.

Mark and Peter asked for questions from the Staff Senate:

Q: *I'm curious about the 151 endowments we added—how many overall do we have now?*

A: The presenters were not sure of the number off the top of their heads—thousands is the ballpark, and the endowments vary widely in size.

Follow up Q: How do we follow up on the takeaway from earlier to get endowment funds spent?

A: Budget administrators or staff who work with an endowed chair or other endowed faculty member should be keeping an eye on that. Advancement can help with a review process to ensure endowments are being spent. Establishing a spending plan and following it also helps. When Mark was in a school, the review of endowment spending was done quarterly. If money was not being spent according to the agreed upon plan, a reminder was sent. Follow-ups were sent after subsequent reviews, if needed, from higher level leaders within the organization to keep everyone informed. Advancement is happy to support if people need help planning around endowment spending.

Q: *When Peter mentioned non-UVA-affiliated endowments, are you talking corporate donations?*

A: Those endowments could be from foundations, corporations, individuals, and research-related. On the corporate side, there is a history here of a couple of affiliations. For example, Rolls Royce worked with Engineering. While corporate funding often seems primarily project related, it can help with programmatic and funding needs. Another example (which was featured in *UVA Today*) is that political cartoonist Patrick Oliphant donated his extensive cartoon archive to the University. He was not affiliated with UVA at all. Oliphant got paid a little; the collection is worth \$12 million. The donation now makes the collection a part of UVA's assets. Mr. Oliphant wanted to partner with UVA. He called us, and Advancement worked with him for two years.

We have underutilized opportunities with corporations and private foundations. UVA hopes to get more into corporate giving. But to put people at ease: do not worry—UVA is also not for sale. We're not going to have the Capital One Rotunda. UVA has strict naming rules and tight vetting policies. Mark will share policies with Mike Phillips to share with Staff Senate. Advancement is doing a big review of policies prior to the campaign launching publicly.

Q: *Presuming the Advancement team stays the same size, how does entering the campaign change strategy?*

A: The size of the Advancement team will not stay the same. Advancement will be increasing staffing and support in all facets, from staff support to gift processing. An outside organization did a full audit of Advancement nine months ago. They confirmed that we do a really good job of annual giving, but also that UVA needs to focus more on larger gifts and endowments. We are trying to increase our endowed chairs, and we have to bring faculty into the fold to get them connecting with donors to illustrate their needs. Campaigns of the past were very different, so we need to rely on technology and infrastructure that can help us adapt.

We trip over wealth a bit too much still. When wanting to find out about people's wealth and such, we need to branch out from just asking around. Ten years ago, nobody outsourced gift processing. Now it's a common process because it can be better and more efficient than doing so internally. There have already been additions to Advancement staff over the past 1-2 years. Several foundations have beefed up their alumni-facing staff, as have several schools. Development officers need a need a year or two to hit their strides in their roles.

Advancement is a high turnover industry. Fundraisers get 3-10 emails a week from search firms offering them jobs. It's a competitive industry. How do we keep people? Retention is important as it takes a year or two to cultivate relationships; you do not just walk in the door and ask a donor for \$10 million. Advancement is looking at ways to retain employees and provide career support and benefits.

Q. *Alumni donors often want to give back to a unit they have a personal tie to. We as administrators may have a better bird's-eye view and see more pressing needs elsewhere. But*

an alumnus may still want to give to the area with the personal connection. How often does that occur with alumni and their donations shaping the organization?

A: People have a good experience here at UVA. Often there is some existing diffusion, with people having positive associations with multiple organizations on Grounds already. Faculty brainstormed ideas about needs and aspirations and share those with their dean's office. Then, looking at those lists, overlaps can be identified and ideas combined. If donors show up with a specific idea or intention, Advancement can help shepherd their priorities. A great joy Mark has from his time as a major gifts officer was that representing a place like UVA, you can usually find something to resonate with a donor's passion. We can usually find something that makes sense.

***Q:** In addition to the importance of talent retention, donor retention is also key. In light of negative public relations hits UVA has taken in the past few years, how has that impacted strategy?*

A: We are fortunate that our alumni base tends to exhibit tremendous resilience with events that have taken place in the last 3-5 years. Everybody has their own personal connection with or experience at UVA, and they are harder to be shaken by some of these isolated incidents. If you are going to engage with people, if it's personal to people, you have to be able to commit to donors that their vision will be followed through on. UVA has a reputation for following through. With brick and mortar, it is easier to show how we have followed through. With an endowment, we have to be able to illustrate that follow-through as well.

Mark likened UVA's relationship with some donors to 40-50-year marriages. Donors have been connected to the University for a long time. In the long game, people's passions change, as do their assets. Our interests and passions evolve. The long-term donor relationships enable us to get through rough times. Retention of staff also helps with donor retention. Relationships with Advancement professionals are important.

Peter explained that people's student experience, including the UVA honor system, is important to alumni, as is student self-governance. Only a small handful of institutions have similar approaches. These things that are unique to UVA come up frequently with donors.

***Q:** We see more fundraising things coming home to us as employees. Why should staff be donating?*

A: From a campaign perspective, people notice when the faculty and staff give to the University. Donors take note—they ask about it and it can influence their choices. Personally, Mark feels we have not done well with faculty and staff campaigns in the past. These challenges were in part due to market issues, pay-increase freezes, and the shakeup years ago with President Sullivan. Staff Senate can potentially support the campaign with ideas for engaging staff. Mark encourages people to think about things that relate to them personally. For example, Mark donates to the College at Wise because the area it is in reminds him of home. When asked for support, Mark recommended determining things that matter to us as staff and then seeing if there is a way to support something related to that at UVA.

Q: *What are other things that Staff Senate can do to support the campaign and brainstorm? How should we talk with our constituents?*

A: Again, endowment oversight is a big one. This is an endowment campaign. We have to be spending our existing endowments to be able to solicit more effectively. The Advancement team would be willing to follow up with another discussion of what the Staff Senate can do. As far as staff members giving, it is more about participation than donation amount. If you see great stories or opportunities we can share with potential donors, communicate those to Advancement.

Presentation: Identity and Access Management Systems

Mark Cox

Mark began by asking how many present had heard about the access management program, and a few people indicated they had. The project is an Information Technology Services (ITS) program dealing with user identity and access management (IAM).

The project has a steering committee and has conducted focus groups, so their input was mined for what to share with Staff Senate.

The project kicked off last May, and the team began by identifying the pain points around identity and access management. The first set of deliverables from the project were completed in December 2017. This project is pan-University and includes the Academic Division, Health System, College at Wise, and UVA foundations.

A group of 150 people who vetted vendors tried to prioritize the project outcomes. See the slide titled, "IAM Phase 1 – Top Ten List."

The timelines for deliverables began last summer. The first phase includes replacing the University's Central User Database (CUDB) legacy identity management system; Fischer International is our new system. Coming this summer will be provisioning of other new systems. See the "Phase 1 Timeline" slide, "Deliverable Group #2" section for more information.

An exciting improvement that is part of Deliverable Group #3 is that new employees will have an easier time claiming their accounts.

For Deliverable Group #4, there will be a delay on the dates for those deliverables as the July 1 launch of Workday, the University's new human resources information system, has been delayed. The IAM project schedule is dependent on these changes related to the Ufirst project, with the Workday launch being delayed until January. After we have the new systems in place, provisioning for new employees will go more smoothly with information updating more frequently. We will have to stay with a nightly process for data updates until Workday launches.

We have also historically had issues with separation events, such as a person leaving one job to take another at a different part of UVA. Workday will help with that. Our new systems will also

be an ESHARP replacement; it will be a better, and more user friendly. Review the “Summer Deliverables” slide for more information about upcoming improvements.

Q: I have had several different transitions within UVA, from undergraduate to graduate, and from graduate to employee. Will there be a way in the new process to have a separate work address? Having the same computing ID causes a bit of an onslaught in my email.

A: There hasn't been an ask to resolve this issue with this project, but something can be done about it.

Q: How will this all work since email addresses are optional in Jobs@?

A: Email will no longer be optional. There will be a bit of learning curve with data as we move forward.

Q: In the School of Medicine (SOM), we don't have Office 365 (O365) yet. Does that mean we can't benefit from all of these great improvements?

A: SOM will get O365 soon, and most of the service improvements are not contingent on having O365.

Q: When employees get hired, they get a computing ID. If they leave and come back, do they get the same one or a different computing ID?

A: Returning employees get the same one. There may be some challenges if elements within people's records do not match, such as a person's name has changed. In such cases, to resolve the issue a conversation will start with ITS, HR, etc.

For updates on the Identity and Access Management project, visit

<http://its.virginia.edu/identity/iam/>.

Senate Business: Elections

Kendall Howell

Kendall is part of a dynamic duo with Leah Beard to recruit nominees for upcoming Staff Senate elections, and overall it is going well. So far there are 40 nominees for open seats, though some units need a bit of a rally.

The rough timeframe is that from May into mid-June, we will be recruiting candidates, getting bios and such. If you are an election manager (or do not know if you are or who your unit's is) and need help or tips, contact Kendall or Leah.

Also, we are gathering nominations for co-chair and Executive Committee positions. Kendall invited those present interested in participating in the Executive Committee to say a few words about their interest.

Michael Phillips is a current co-chair and plans to get back in the ring for next year. He hopes we know him since he has been a co-chair for a year.

Jessica T. Proffit wrote, “As a recently re-enrolled college student, I’m learning the value of learning something new and what it means to be connected. As Membership Director, I would love to facilitate the understanding of what the Executive Team does, and who they are. I would like to help the Staff Senate to feel connected, and a part of a team instead of an individual ‘drop in the ocean’.”

Melissa Goldman may put her name in again to serve on the Executive Committee, but maybe not for University Partnerships (UP). She is still talking with some interested candidates who may want to lead UP next year. She is excited about having UP potentially host more things at future Staff Senate meetings and expanding UP relationships with the new administration and BOV. She is very excited to participate herself with another committee or see others continue good work with University Partnerships.

Patrick Wood wrote a dissertation, he joked. He wants to join the Executive Committee for similar reasons to why he ran for Staff Senate to begin with: he wants to be an agent for change. He wants to help staff be part of a collaborative voice, that we are not currently with faculty and students. For example, at the selection committee meeting, there was dissention about who we want in leadership. Our voice is not one that is necessarily deemed as important as others, although we’re 11,000 strong in number. He would be able to contribute as a Membership director by looking over the elections process. He currently participates in local elections. He would be able to help with looking at units, determining what we need, and identifying who should be covered. He can be helpful reviewing our processes, and enjoys the coordination of working with others.

Glenda Notman is currently a senator. She is not sure what role on the Executive Committee she would be interested in taking just yet, but she would be happy to participate with any role. She has spent her time thus far serving on the Staff Senate figuring out what the organization does. She joined Staff Senate because she felt like she was in a rut and wanted to get de-siloed and meet others. She is considering the roles available on Executive Committee to determine what she is interested in doing.

Andrea Johnson will not be continuing on the Executive Committee, but as past Membership director, she added that it is really good to get new blood and new participation. There will be potential changes next year to how we do meetings and such. Joining the Executive Committee is a great opportunity to contribute but to also gain experience. Membership does not currently include elections, but there may be opportunities to make changes to roles going forward.

Before elections, Staff Senate members will get information about Executive Committee candidates in advance of elections so you know more about them. Brandi Amos was not able to attend the meeting, so Andrea shared that the Advocacy group is huge and will need some additional leadership. In the past, Advocacy has had three or four subcommittees. The retirement health insurance project is going well and there is a lot of work related to it. The updates to the Education Benefits are previous fruit of the Advocacy group’s work.

Senate Business: Executive Committee Updates and Senator Feedback on Planning for Next Year

Executive Committee

Mike reiterated that participating on the Executive Committee is rewarding, and there are lots of aspects to the work. Please ask questions.

In the next year, there will be some website improvements, which Jess Wenger and Amy Muldoon are spearheading.

There will be no June meeting this year. The Staff Senate typically takes December off but did not this year, so the group will not meet in June.

See the slide “Action Items for Next Year” for a full list of points discussed. Here are some items discussed:

- Improvement of succession planning.
- The Staff Senate Executive Committee will be invited back annually to meet with the BOV. We are accomplishing a goal.
- Mark Luellen reached out to us. Word is getting out that Staff Senate is demonstrating our value.
- With ongoing changes to the University structure, Staff Senate needs to review our structure. The representation changes are challenging for volunteers to manage. How do we do it? Should we reevaluate how we do what we do?
- Regarding planning for next year, we are not asking for working groups or liaisons yet. This conversation is to get us thinking about what’s starting to bubble up and what we have heard. Who have we not spoken to that we should be speaking to? Looking at the arc of the whole year, when is it best to bring people in or hear about new topics?
- Following up on the idea from the “Big 3” meeting, maybe we can request a small budget for staff members to take a colleague in their work area out for lunch. This would provide networking and mentorship opportunities. Maybe we should aim to build this idea up and champion it.
- Maybe we consider seeking to get Staff Senator positions to be considered a hired position, similar to elected government officials. Based on what units people are from, there are differences in how much time and energy they are actually able to contribute to Staff Senate. We could make the Staff Senator positions more robust if people had more time and could focus more exclusively on their Staff Senate duties. Doing so would enable Staff Senators to influence truly impactful outcomes. How do we help Staff Senators to not be pulled in too many different directions?
 - Certain employee types have a harder time participating in Staff Senate based on constraints unique to them. For example, grant-funded employees have to be very careful with their time for time reporting. This means that to participate in Staff Senate, they would have to do so on their own time.
 - We will spend more time with this in fall.

- Might we be able to do something to help those seeking support from a student loan forgiveness program. The application process for this is complicated. Are there any resources at the University to help people get through the loan forgiveness application process?
 - There is a financial literacy piece to this which is being discussed in Finance.
 - Loan forgiveness is tied to the U.S. Government because it is federally funded. It is a multiple-agency touch point.

See the slide about “Speaker/Topic Ideas for Next Year.” In addition to those items, what other thoughts do you have?

- Can we meet with representatives from Dining? There are a couple of points around this that would be of interest to discuss:
 - Improving the staff meal plan
 - Representation for contract employees who support dining
- Parking and transportation
- Vic Tringali from Hoo’s Well, to hear about his new vision for the program.
- IM-REC about new construction projects and services in general. It also helps them to hear our questions.
- Sustainability—this initiative/organization has lots of top-down support. There is a lot of focus on providing grants for faculty related to sustainability. We could ask about opportunities for staff.
- The Darden School just opened a new campus in D.C. There is a lot happening there. Lots of cross-grounds potential there. Get heavily involved in that campus opening to come speak at a Staff Senate meeting.

Closing

Michael Phillips, Co-Chair

Next Meeting:

- No June meeting
- July Luncheon with President Sullivan
Newcomb Hall, South Meeting Room
11:00 AM – 1:00 PM

Keep an eye out for an Evite for the luncheon. Be sure to respond to be on the list to attend.