



THE RECTOR AND VISITORS OF THE  
UNIVERSITY OF VIRGINIA

December 8, 2016

MEMORANDUM

TO: The Advancement Committee:

John A. Griffin, Chair  
Jeffrey C. Walker, Vice Chair  
Thomas A. DePasquale  
Babur B. Lateef, M.D.  
Tammy S. Murphy  
James V. Reyes  
William H. Goodwin Jr., Ex Officio  
Nina J. Solenski, M.D., Faculty Member  
Phoebe A. Willis, Student Member  
William B. Fryer, Consulting Member

and

The Remaining Members of the Board:

Mark T. Bowles	Kevin J. Fay
L. D. Britt, M.D.	Barbara J. Fried
Whittington W. Clement	Frank E. Genovese
Frank M. Conner III	John G. Macfarlane III
Elizabeth M. Cranwell	James B. Murray Jr.

FROM: Susan G. Harris

SUBJECT: Minutes of the Meeting of the Advancement Committee on  
December 8, 2016

The Advancement Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 1:30 p.m., on Thursday, December 8, 2016, in the Board Room of the Rotunda. John A. Griffin, Chair, presided.

Committee members present: William H. Goodwin Jr., Jeffrey C. Walker, Thomas A. DePasquale, Babur B. Lateef, M.D., Tammy S. Murphy, Nina J. Solenski, M.D., Phoebe A. Willis, and William B. Fryer.

Committee member absent: James V. Reyes

L.D. Britt, M.D., Whittington W. Clement, Frank M. Conner III, Elizabeth M Cranwell, Kevin J. Fay, Barbara J. Fried, Frank E.

Genovese, John G. Macfarlane III, and James B. Murray Jr. were also present.

Present as well were Teresa A. Sullivan, Patrick D. Hogan, Thomas C. Katsouleas, Melody S. Bianchetto, Susan G. Harris, Donna P. Henry, Alison P. Landry, Mark M. Luellen, David W. Martel, Marcus L. Martin, M.D., Debra D. Rinker, Nancy A. Rivers, and Colette Sheehy.

Presenters were Jaideep Kapur, M.D., Ms. Kathleen R. Shevlin, and Mr. Patrick H. Tolan.

Mr. Griffin reviewed the agenda and welcomed the speakers.

#### Big Idea: UVA Brain Institute

Mr. Griffin introduced Dr. Jaideep Kapur, Director of the Brain Institute, and explained that the Institute was created in May 2016 as the winner of the first Pan-University Research Institute competition. The institute addresses challenges in the frontiers of understanding, treating, and reverse-engineering the brain. It engages faculty from the College of Arts & Sciences, the Curry School of Education, the School of Engineering, the School of Medicine, and the Data Science Institute.

Dr. Kapur explained that the institute's focus on neuroscience research for the benefit of society sets it apart from similar institutes at other institutions. An example of this focus is the research that led to use of focused ultrasound for brain surgery. Another example is the use of PET scans for the early diagnosis of Alzheimer's disease and to distinguish between brain tumors and the scar tissue around tumors. University research has led to a thousand-fold improvement in the resolution of PET scans, reduced the time delay between the injection of dyes and the PET scans, and developed PET scan helmets that can be used for the monitoring of seizures. The University believes it can make contributions in the areas of autism, Alzheimer's disease, and traumatic brain injury.

During the committee discussion, the chair asked for a one-page bullet point summary of the institute. In response to the vice chair's question about institutional support for interdisciplinary efforts, Dr. Kapur cited the Provost's faculty promotion/tenure committee as an example. When the vice chair asked about the amount of funding the institute would like to have included in the capital campaign, Dr. Kapur replied \$100 million.

#### Report on the Council of Foundations

After providing an overview of the Council's November 17<sup>th</sup> meeting, Mr. Fryer reported that an effort is underway to improve the efficiency and effectiveness of the back-of-house operations of the foundations. The Council has also started a dialogue about its utility and how it does business. The Council has received mixed reviews. It does well on conveying information, building relationships among long term supporters, and creating a more

ecumenical emphasis. There are four constituencies involved: member foundations; the administration; the development leadership team; and deans and unit chiefs. It is expected that this effort will lead to changes.

Committee questions focused on use of the current donor data base and technology. Mr. Luellen said the database is being used and an advisory group will review the campaign's technology needs. The rector cautioned about trying to steer donors towards specific goals; donors' wishes should be taken into account.

#### Funding Proposal Case Study: Compassionate Schools Project

Mr. Griffin explained that the recent \$1 million grant from the Robert Wood Johnson Foundation for the Compassionate Schools Project will be used for a case study requested by the committee at its December meeting. The project, which is a partnership between the University and the Jefferson County Public Schools in Kentucky, investigates the impacts of changing the standard curriculum to a curriculum focused on health and wellness. He introduced Mr. Patrick Tolan, a professor of education in the Curry School and the project's principal investigator, and Ms. Kathleen Shevlin, Director of the Foundations Relations for University Advancement.

Ms. Shevlin said there have been two significant changes in foundation philanthropy: 72% of the major foundations no longer solicit proposals in response to a call and instead they invite institutions to submit proposals. As a result, Ms. Shevlin and her counterparts at other institutions must focus on foundation cultivation. The second change is that foundations are hiring individuals trained in the foundations' areas of interest. Given their expertise, these individuals want more contact with the faculty. Ms. Shevlin reported that foundation funding at the University was up 30% during FY 2016 and up almost 50% over two years.

The Robert Wood Johnson Foundation proposal involved Foundation Relations, the Curry School Foundation, and the development staff at the Contemplative Sciences Center. Several philanthropists were also actively involved. One of the project's supporters had a connection at the foundation and made the first call to help get 'a foot in the door.' This was followed by a year of phone calls and submissions of written materials. The experience from this grant proposal demonstrates the importance of knowing the background and expertise of foundation representatives and adjusting materials to focus on the goals of foundations and their representatives.

Mr. Nolan said the project's goal is to transform health education in schools to help children with their development. The project started because of the interest of a donor. Its focus is on the development of social and emotional skills including the exercise of self-control. It had been assumed that these skills develop naturally, but research has shown that they don't and that they must be taught. The focus includes personal health management skills and

managing health for life. It also addresses compassion and how to respond to opposing ideas and opinions.

The team has had to leverage donor interest to fund different parts of the project, such as science and implementation. Funding has become more time intensive with 14 proposals having been prepared, and has required a team of faculty, administrators, and donors.

#### Discussion with the Vice President for Advancement

Mr. Luellen said University Advancement has completed an update of its mission statement and is now in the third phase of a three-year planning process for the campaign. The first phase focused on the restructuring of the central development team; the second on assisting schools and units with their preparations; and the third phase focuses on campaign packaging.

While gifts received since June 30, 2013 will be counted in the campaign, the official start will be next summer. The campaign will go public in October 2019, and will end in 2026, the 200<sup>th</sup> anniversary of Jefferson's death and 250<sup>th</sup> anniversary of the signing of the Declaration of Independence. Advancement is working on school goals and fundraising targets and will share these numbers in early 2017.

The timeline calls for the naming of the campaign chair by the end of 2016. In an effort to get schools and units working more closely together, a number of cross Grounds groups have been established. A Campaign Advisory Group consisting of senior leaders from the foundations and central development meets every 60 days to review protocol, policies, strategies, etc. There is also a group focused on technology. Another group is working on recognition awards for top performers.

Mr. Luellen concluded with a financial review. Philanthropic cash flow and new commitments for FY 2016 were the best in a decade. At the end of October, new commitments were up 70% over the prior year. Cash receipts were up 34%. Visitations and solicitations were up.

During the discussion, the vice chair asked if a total needs number has been developed. Mr. Luellen replied no, but numbers have been received from 60% to 70% of the schools and units. The rector observed that detailed funding proposals generate more donor interest. The chair said a pitch day where faculty can make practice pitches to a panel of donors and volunteers will be held in early March. President Sullivan supplemented Mr. Luellen's report on campaign working groups by noting University Advancement has created a student advisory committee that meets once a semester.

On motion, the meeting was adjourned at 3:00 p.m.

SGH:wtl

These minutes have been posted to the University of Virginia's Board of Visitors website:

<http://www.virginia.edu/bov/advancementandcommunicationsminutes.html>