AI TASKFORCE REPORT

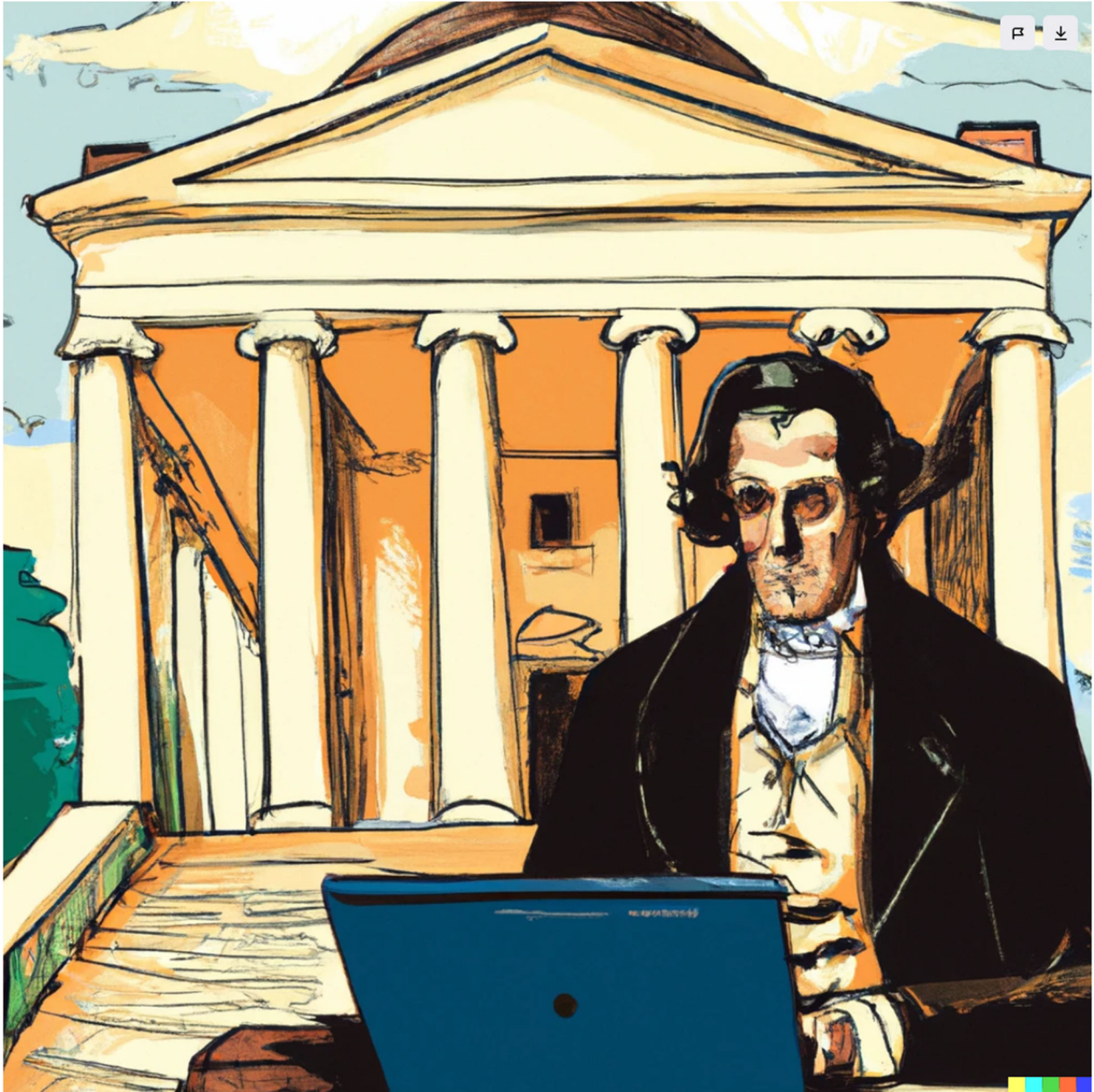**University Advancement AI Taskforce**
Fall 2023

Image generated on OpenAI's DALL-E 2 with the prompt: "Thomas Jefferson working on a laptop with the University of Virginia Rotunda in the background, cartoon art"

AI TASK FORCE REPORT

EXECUTIVE SUMMARY

This AI Task Force (AITF) recommends that University Advancement begin the process of integrating artificial intelligence (AI) tools into our fundraising and donor stewardship practices. From the findings of our research and benchmarking efforts, we have determined that AI is quickly becoming an essential element of successful business infrastructures, now and in future states. Therefore, we propose a multi-layered and integrative approach to implementation; the key, first stage of which needs to see an investigation into University Advancement preparedness before any activation. Getting to a secure state of readiness before full adoption will require the mobilization of all facets of our work including:

- conducting intensive reviews of vendor contracts and platform capabilities (of both current and future states);

- developing clear artificial intelligence tool guidelines and best practices that are managed by working group(s) of area experts and University leadership;

- providing staff topical education and trainings;

- notifying constituents of our innovative pursuits.

This recommendation is weighted, not with secondary consideration, but rather emphasis on the need to center data security and user accountability in any new AI framework. Just as the fundraising field is foundationally built upon a confidence in relationships, a responsible and ethical integration of artificial intelligence will require the maintenance and growth of Trust—in our institutional values, our staff, our data, vendors, and the promising potential of AI tools, which we have concluded can be adopted and regulated to benefit our organizational needs and goals.

FINDINGS AND RECOMMENDATIONS ON KEY AI APPLICATIONS IN FUNDRAISING

Pros and Cons of AI Adoption

In embracing AI technology for fundraising, the prospects of process automation and enhanced efficiency stand out as key advantages. These functionalities translate into increased

internal capacity and decreased administrivia, empowering advancement teams to redirect their efforts towards more strategic and meaningful activities. Furthermore, the personalization and customization capabilities of AI contribute to the reduction of fundraising friction points, fostering a more seamless and engaging experience for donors. The adoption of AI tools can improve the depth of donor identification, insights, and analytic power. By enabling the extraction of information at a faster rate, thereby facilitating a quicker understanding of its meaning, AI can enhance the effectiveness of fundraising efforts. Additionally, the technology's strength in ideation and content generation will inject innovation into strategic development, providing new perspectives and approaches to reaching fundraising goals.

The adoption of AI, however, is not without its challenges. High variance in experience levels among potential users may lead to widespread hesitancy and varying degrees of abilities in staff seeking to utilize AI tools effectively. Early risks for misuse, reliant on the pre-existing skills and data integrity involved, underscores the importance of a cautious approach. The fluid and speculative nature of the AI field, with a constant stream of newly available platforms, necessitates thorough investigations into which partnerships and tools are right and reliable for our work.

Moreover, challenges arise from limited institutional adaptability, existing infrastructure constraints, and uncertainty regarding the timeline for full integration. Concerns related to data security and privacy further complicate any adoption; and issues such as inaccurate or misleading outputs, false flags, hallucinations, and algorithmic biases raise the importance of vigilant monitoring and maintenance. Outputs are often factually incorrect or skewed, and this raises questions about the true time savings of using the tools when the results must always be questioned and verified. Finally, the delicate nature of prospect research and wealth analysis requires careful consideration, emphasizing the requirement of robust guardrails in the integration of AI into UA practices.

Current and Future AI Scenarios

In the current landscape, a strategic approach to utilizing AI in fundraising work calls for the early provision of comprehensive information and training to staff. It is crucial to encourage

individuals to practice and gain experience with AI technology, while emphasizing the importance of avoiding the upload of any private or sensitive information to an open-source tool. The creation of a resource hub complete with example prompts and best practices will be essential. Ideally, such a site would include an interactive yes/no scale to help staff identify the scope of AI usage for a particular need; if AI use is recommended, the hub would further guide individuals to the correct platforms, example prompts, and best practices to achieve that task. Additionally, it will be important to establish a checkpoint system that will serve as a centralized mechanism staff can use to validate the accuracy of information output by AI tools.

Furthermore, we want to empower staff to innovate and discover use cases for these tools that we are not even aware of yet. While examples of prompts and guides for verifying data will be important for training our staff, we do not want these aids to become a cage hindering exploration. To keep a work culture that embraces innovation and protects our sensitive data will require the same considerations that guide our current technology policies and best practices: the individual user is responsible for being vigilant and using good judgement.

Looking to the future, a proactive strategic recommendation is to identify and work with vendors whose AI offerings can be integrated to and customized for our specific needs and purposes (such as DonorSearch). To facilitate and validate such a potential transition, a small pilot team (single unit or department) should serve as a test group who absorbs responsibility for a certain period while identifying the needs and abilities of AI tools. Though the initial thought might feel counterintuitive, the integration of AI technology could increase collaboration amongst team members; as repetitive administrative or analytic tasks could be covered by the tool, thus allowing for more time for collective innovation.

Limitations, Risks of Use, and Security Measures

The current state of AI technology poses inherent limitations and risks, primarily tied to security measures and model management capabilities. Ensuring compliance with state and federal regulations is a critical consideration, as non-adherence could lead to legal consequences and reputational damage. User experience, potential output errors, and capacity

constraints are significant challenges in the incorporation of AI. It will be essential to implement robust backup procedures and establish fail-safes systems to mitigate potential disruptions.

To navigate these complexities, the establishment of a cross-Grounds steering committee, with members from UA, Information Security, and each school/unit is imperative. This group would play a pivotal role in standardizing platform acquisition and usage; meticulously monitoring who at UVA is using which AI tools and for what purposes. A comprehensive tracking system will be essential for effective oversight, accountability, and the assurance of a transparent, responsive, and secure AI integration process.

Internal Benchmarking

The colleagues we interviewed expressed a range of comfort levels with AI. Most have not explored AI extensively, but some, especially on the operations and business intelligence teams, express high comfort with AI tools even if they are not using the tools today. Few are currently using AI directly for Advancement work, often only using ChatGPT for content and idea generation. Most have not explored at length at length following Advancement Data Protection and Governance update. A community survey conducted for this project showed that staff are at present 'hesitant but open' to integrating AI technology into our work, and 60% of respondents stated they have used ChatGPT for personal and work purposes. Our colleagues are excited about our current vendor's AI implementations into their products, including EverTrue, Tableau, and Salesforce.

Teams want to explore AI for various purposes. These include prospect and lead generation, data analysis, message refinement, content, code, and idea generation. The community's primary concern is protecting donor information and other sensitive data. Other concerns include training, accuracy of analysis and assumptions, AI hallucinations, changing governance and compliance, and authenticity in donor interactions. Other UVA schools/units are also exploring and studying the impact of AI and from multiple perspectives: how this new technology will change society on a broader scale as well as the ways it can improve their internal processes.

Common themes across peer institutions focused on how AI can enhance and improve the donor experience, but questions remain on how best to adopt this new technology without disturbing working internal processes. Overall, institutions have either fully bought into adopting AI tools–primarily generative AI, donor data analysis, and establishing work efficiencies–or have not yet committed to widespread adoption. For those institutions that do not have a formalized initiative, respondents were either unaware of usage/plans, or their departments have not begun to formally move into the AI space. However, many universities recognize the need to establish a structured approach.

Additionally, a large percentage of respondents do not feel confident that their departments have established training/guidelines/protocols on the use of AI. They are awaiting additional guidance from both policymakers and vendors, particularly in addressing critical issues regarding the safeguarding of private and sensitive data. Several universities stood out in readiness to integrate AI. For example, UChicago has instituted an IT Risk Management team responsible for continued compliance guidance and protocols for approval of data usage and vendor contracts, including a vetting process to help staff better adopt tools into workflows. It is recommended to establish points of contact to further explore and build best practices that expand the advancement field.

Education & Training

For the purposes of this report, we have included applicable educational design best practices into our recommendations and state that what is presented here is not a formal policy for education and training, but suggestions for what to consider as we explore the application of generative AI to our Advancement work.

Research and analysis provided by the AI Task Force subgroups surfaced three domains of focus for education and training: Overall goals, objectives, and delivery modes; data security protocols; and guidelines for generative AI adoption. It is recommended that we clarify our purposes and goals for integrating AI into our workflows to ensure direct alignment of content development with those overarching desired outcomes. Modes of delivery of content will need

to be modular, varied, and include an in-depth exploration of how to utilize generative AI tools ethically and responsibly, with clear procedures for protecting the security of our data.

It is also recommended that any training and education plan include steps for sequential and consistent AI adoption, beginning with a foundational knowledge of generative AI and moving into in depth use cases and scenarios modeling practical skills in handling secure data and drafting appropriate prompts. The development of an AI resource hub will provide consistent messaging and a landing place for our shared understandings.

Vendors and Technology

It is critical to reevaluate and, in many cases, redesign AI policies and contractual agreements at UVA to accommodate the influence of AI. This is essential for higher education institutions and technology service providers who seek to navigate the evolving landscape of AI-driven education effectively. Furthermore, educational institutions and their staff increasingly expect transparency and accountability from technology providers. It is widely acknowledged that AI can bring significant improvements AI to higher education and the fundraising field, but opportunities bring rise to concerns about data security, ethical considerations, and the need for frequent, detailed updates on tool condition and effectiveness.

It is important to develop concrete and clear guidelines on the integration and adoption process of new or plug-in AI tools, that address and appropriately investigate the risks and benefits of any contractual partnership. A recommendation for early considerations would be to work with a consulting company (such as Project Evident) that can evaluate our preparedness for such implementation and advise on fitting tools and vendors to partner with in order to achieve our goals and remain true to our mission.

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INTRODUCTION

As society navigates the prevalent rise of Artificial Intelligence (AI) for business use, University Advancement (UA) recognizes the imperative to integrate and adopt this cutting-edge technology into our daily operations. In acknowledgment of its transformative potential, a task force of UA colleagues was established in Fall 2023 and given the charge to comprehensively understand the internal, external, and future states of AI technology and how it will affect the organization and its staff. This report presents the task force's findings and informed recommendations for an AI integration process with the explicit aim of ensuring that any initiative aligns with the mission of the University of Virginia (UVA) and goals of UA work.

This commitment extends to considering developing school policies on AI and fostering awareness of government-mandated data regulations and restrictions on technology use. The following report examines all these aspects, from the significance of AI adoption across four major modes of advancement work to a paramount emphasis on data privacy and security considerations and seeks to reinforce UA's commitment to responsible and ethical technology implementation.

Brief Overview of AI Technology Terms

AI technology is quickly becoming an integral component of the fundraising field, offering innovative solutions and advanced structures that extend beyond novelty and can contribute to the growth and success of campaign initiatives. Such tools as recommendation applications and scheduling assistants are not new ideas but have evolved to play a crucial role in streamlining and enhancing advancement practices.

The versatility of AI presents new opportunities for industry professionals to harness and personalize donor engagement in mass to custom scales through the provision of new content and strategic recommendations. Understanding the scope of AI's potential impact on fundraising requires familiarity with a few key terms:

- *Artificial Intelligence (AI)*: umbrella concept entailing machine software that can emulate human thought or production and perform tasks in real-world environments.

- *Machine Learning (ML)*: a subset of AI, that trains systemic algorithms to identify data patterns and produce adaptable models that can perform a variety of complex tasks, at times autonomously.

  - Ex: Facial recognition and e-commerce product recommendation applications, and predictive analytics

- *Generative AI (GenAI)*: deep learning tools that are trained on vast amounts of data to create new content independently such as text, images, videos, code, data, or 3D renderings.

  - Ex: Salesforce's EinsteinGPT

- *Large Language Models (LLMs)*: deep learning algorithms that are trained on massive datasets, built to showcase technology's ability to understand and generate human-like text through natural language processing (NLP).

  - Ex: OpenAI's ChatGPT-3

- *Data Classification*: Despite the power of these available technologies, utilizing AI in fundraising raises concerns that an organization must consider before their integration and adoption. Issues related to data privacy, inaccurate or misleading outputs, and algorithmic biases are critical challenges that will require careful management to ensure responsible and effective AI use. The University Data Protection Standards are divided into different functional groups. For each function, there is a defined standard based on the sensitivity of the data involved. These are intended to be baseline standards. See Policy in UVA Box.

Generative AI's Impact on UA Work Across Four Domains

AI technology is poised to revolutionize many facets of UA work with its ability to enhance efficiency and effectiveness across four pivotal modes: messaging, identification, engagement, and business (data) intelligence. The benefits and risks of its integration within each domain need to be considered from discrete and wholistic perspectives, as AI can make a multi-faceted impact on both internal and frontline advancement activities.

AI's Impact on How UA Interacts with Donors (Messaging)

AI presents a significant opportunity for the ideation and crafting of impactful, personalized outreaches. AI technology can generate touchpoint topics, phrasing, and automate delivery, so that each message aligns with a donor's interests and preferences; even going so far as to identify additional UVA-related content to recommend or use based on an individual's data. We are hopeful that this will allow fundraisers to focus on developing deeper connections with constituents, saving energy and time with the streamlining of repetitive tasks. Concerns for this domain include a lack of infrastructure to assure the tone and quality of all AI-touched messages meet current UA standards and avoid formulaic or false communication methodologies so that UA's organizational reputation is not put at risk.

AI's Impact on What UA Uses to Qualify Prospects (Identification)

The potential role of AI in identifying prospects involves the consolidation of tasks, aiding in construction of dynamic predictive analytics, and automatically tracking portfolio health; which core UA tech tools like EverTrue and Salesforce already offer in some form for donor engagement metrics and filtering. Despite its potential to improve modeling and provide robust data visualizations, concerns center around false flags, hallucinations, and the delicate nature of prospect research and wealth analysis practices that interact daily with sensitive data.

AI's Impact on Developing UA Strategies (Engagement)

AI can transform engagement practices by streamlining mundane tasks, prompting staff to follow-up with constituents based on live data, and aiding in campaign ideation. Affinity matching and segmentation strategies could be enhanced through faster ROI/KPI turnaround and the technology's ability to surface relevant content or trends. However, concerns include reputational management, algorithmic biases, and the need for constant monitoring of outputs to ensure all encompass and address the constantly changing needs and evolving landscapes of higher education development.

AI's Impact on Code Development (Business Intelligence and Analytics)

For business intelligence and analytics, AI can support staff in data validation, code generation, and developing options for refining reporting processes. Major concerns include the required management of data security, proprietary shields, the development of safe test zones for code developers, and ensuring data integrity to prevent biases and maintain readiness for daily tasks.

Obstacles To Timely Effect and Change

Limited institutional adaptability and uncertainty on timeline may be hinderances to a swift integration of AI at UVA. Decisions will need to be made by the administrative steering committee and the Commonwealth of Virginia that will ultimately determine the initial guardrails. While we do not know the outcome and timing of future decisions, our goal with this report is to advise to the best of our abilities on the state of the technology right now. There is also a very possible challenge that could arise from the decentralized character of UVA in that segmented application of different tools/platforms/purposes both internally, across Grounds, and with/for partners and other institutions, may occur.

Implementation Considerations

Critical considerations emerge when integrating AI tools into an organization. First and foremost, the quality of input data is paramount to the success of AI implementation, ensuring accurate and meaningful outcomes. Despite promises of efficiency, the current reality is that developing and verifying AI outputs may take just as long, if not longer, than traditional methods, necessitating careful assessment of time constraints. Guarding against the 'silver-bullet syndrome' is crucial to prevent over-reliance on a single model or tool, acknowledging the dynamic nature of the market and the need for flexibility in expectations and data transfers. Avoiding the blame of technology for lack of ROI and addressing any confusion on ownership or responsibilities of usage are essential to fostering a healthy AI integration environment.

Additionally, exploring custom LLM options, such as plug-ins for individual needs or tasks—even a truly custom UVA-built model—requires a close examination of their impact on

education and training, recognizing that technology alone does not necessarily guarantee progress.

Driving Adoption

To facilitate the adoption of AI technology, organizations must shift the narrative for employees from 'replacement' to 'enablement,' emphasizing the complementary nature of AI to existing processes rather than positioning it as a standalone solution. Thoughtful innovation is key, ensuring that AI serves as an enhancement rather than a disruptive force. Increasing knowledge and awareness of AI purpose and practice among staff is crucial for successful implementation, and empowering early adopters to is helpful to the adoption process. Maintaining mindfulness regarding data sources is necessary to ensure the accuracy and relevance of the information fed into and output from AI systems, contributing to an effective integration process.

Current UA Staff Opinion on AI

To inform our findings and develop effective recommendations, the AITF conducted a community survey on UA staff's experience with AI technology and their thoughts on its implementation into our work in November 2023.[1] Results show that staff are 'hesitant but open' to AI integration, and 60% of respondents have used ChatGPT for personal and work purposes. Despite this strong amount of experimentation, however, the mean level of understanding respondents stated they have of this technology was 'below general knowledge' level; there is an awareness of the tools available, but a minimum amount of confidence on comprehension of the tools and best practices or regulations required to use them effectively. For most respondents, the critical component needed for adoption to work was education, and the earlier resources and training can be available to the community, the better; especially as participants noted they have been alerted of coming AI updates to nearly every active UA tech tool. The top areas staff believe AI can enhance our work are content creation, reporting, predictive analytics, and the streamlining of administrative tasks.

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[1] Full survey results can be found in the AI Task Force Final Report Resources folder on UVA Box.

INTERNAL BENCHMARKING

Overview

The Internal Benchmarking AI Taskforce subgroup sought to learn our internal advancement colleagues' thoughts, objections, and best practices around artificial intelligence. In particular, we wanted to learn how our colleagues use AI and LLMs, how they would like to use AI and LLM, and their concerns about using these technologies.

The interviewees had different experience levels with large language models such as ChatGPT. We tried to focus on those frequently using the tool. While we found a few experienced users, most are doing light experimentation. Among consistent users, few expressed overwhelming comfort at this stage. Some members of the Advancement community use AI for personal work.

AI use is not consistent across teams. Some teams have a few users, but few have integrated AI into their daily work. Most teams stopped exploring AI at length following the Advancement Data Protection and Governance update.

Current Use

Most people in the Advancement Community use AI for basic idea generation and information consolidation. The use cases are general, like shortening an email, and few use AI for advancement-specific purposes. We spoke to frontline workers, creatives, analysts, and researchers to see how they use AI for advancement-specific work. We see basic experimentation from frontline workers, helping them draft donor emails, consolidate meeting notes, and sometimes provide generic donor strategy recommendations. Writers, editors, and graphic designers are not frequently using AI. At this point, it takes longer to edit and refine AI-generated responses than to create them manually. Analysts and researchers are aware of the capabilities of AI but are not experimenting to comply with UVA policy.

Technology

The Advancement Community is using AI technology in two main ways. One, people use an external AI tool to experiment or solve a problem. This includes using large language models, most commonly Chat GPT, but some have Google Bard. The advancement community has also used image-generating software like Dall-E, Mid-Journey, and Adobe FireFly to create custom images and virtual headshots. More commonly, a tool we're using outside our UVA tech suite adds an AI integration to their product. Our interviewees mentioned new AI integrations from Grammarly, Canva, SalesLoft, and Wix.

Our team is excited to use vendor AI integrations in our current tech suite. UVA does not have these integrations turned on yet, but we've learned about the expected capabilities from our providers. Current vendors with AI tools coming include EverTrue, Salesforce Marketing Cloud, Salesforce Einstein, Tableau, and more.

Future Use

Our Advancement community members envision several key themes for the future use of AI. Stewardship and Personalization are top priorities for frontline workers, engagement officers, and those sending mass appeals. They highlight how AI can help them craft impactful, personalized content for individual donors. This involves automating stewardship touchpoints to align with a donor's interests and UVA-related content and identifying deeper mutual connections between fundraisers and donors.

Additionally, our community members see AI as a Personal Assistant, streamlining their daily tasks, such as decluttering inboxes and managing travel schedules based on personal and donor preferences. They envision implementing an AI assistant for personalized task management, project management scheduling, and automation and streamlining user experiences with the help desk through features like creating a "chatbot" for efficient responses.

On the data side, if we allow users to input UVA data into AI, this opens up a lot of possibilities. Our interviewees envision themselves using AI to develop content for various

communications, coding, and programming through AI. Data Analysis can improve with full AI integration. Interviewees see themselves enhancing predictive modeling, improving metrics and data visualization, and validating specific data points.

Concerns

The Advancement community has a range of educated concerns around AI use in our work. We can break these concerns into six main categories:

- *Privacy/Security*: How can we protect our constituent data going into LLMs and our internal systems from AI-generated outputs? Transparency from our external vendors will be vital in maintaining our data security.

- *Accuracy*: How can we verify that AI outputs are accurate, especially when using the tool at scale? User error, decisions made based on poor data, and hallucinations are vital areas to focus on.

- *Training and Governance*: Given the fluid nature of AI and AI regulations, how can we ensure our users use the tool properly and safely? At this point, AI and large language models are still very speculative. We'll want to wait for this market and product to stabilize before investing significantly in training.

- *Work Quality*: We are worried that reliance on AI will diminish creative thinking and decrease work quality. We'll need to create new standards for quality control in AI-influenced work. Can donors tell when we send a "personalized" message using ChatGPT?

- *Ethical Concerns*: Worries include 'AI potentially replacing jobs, introducing bias, being donor-centric, and using AI in situations where it is not relevant.

- *Cost*: What are AI's financial and time-related costs to the University?

Recommendations

The internal benchmarking subgroup developed the following recommendations based on our interviews with Advancement personnel:

- *Create standards of quality control:* Our colleagues are worried that increased use of LLMs will lead to a drop in work quality. This is especially true for outward facing communication. We do not want a reliance on ChatGPT to lead to sloppy, hard to read, or overly general communications. We'll always need a final user review before any LLM messages are sent to our constituents. AI is not recommended for those working in communications until tools become more efficient.

- *Create metrics to monitor workers' effectiveness, productivity, and well-being following AI integration:* Colleagues still do not know how full AI integration will affect our workforce. While enhanced productivity is expected, some early users shared projects taking longer with ChatGPT than had they worked on the project on their own. We also want to measure how the transition to, and use of AI affects our employees mentally.

- *A vendor or internal solution for future use cases:* Colleagues are particularly interested in tools can assist with prospect affinity matching, automate repetitive tasks and organize calendars, update our predictive modeling, and streamline our employee user experience. Please see the *Internal Benchmarking Future Use* document for more details.

- A standing task force to monitor AI best practices, advancements, and training.

EXTERNAL BENCHMARKING

Current/Future AI Usage

The common theme across peer institutions is using AI to enhance business processes, create efficiency, automate tasks, improve donor engagement, and make data-driven decisions, but specific applications vary. Teams are using AI for communication-based activities like producing lead letters, content development (e.g., copy and image-based generative AI), and surfacing relevant content for constituents to improve the user experience. MIT is using speech recognition and Natural Language Processing (NLP) in text and email to enhance and automate donor engagement.

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Despite a majority of department members having an introductory level of comfort with AI for personal or recreational purposes, the various levels of familiarity, challenges stemming from the varied structure of the JTBD, and a lack of usage protocols / practice make it difficult to effectively integrate AI into work processes.

Many universities look to streamline their work and find efficiency in repetitive tasks and are exploring AI to enhance personal and team productivity and build staff skills in AI tool usage. The University of Miami recognized the need for digital transformation, particularly in response to USNR's changing model. This involves a comprehensive reevaluation of existing workflows and an understanding of all components involved in that transformation.

While most schools are not ready to use advanced AI modeling for analytics, scoring, and projections, all indicated a strong interest in tools that will optimize engagement and find better ways to track Return on Investment (ROI) across channels. Several universities are focusing on segmentation–leveraging AI to reduce friction in fundraising, and emphasizing personalized giving based on donor interests and issue-based solicitation strategies.

Vendor Utilization

Peer institutions are focused on utilizing a comprehensive set of AI technologies and tools for diverse purposes, including marketing, donor engagement, predictive modeling, and CRM functionality. However, responses reflect a cautious approach to the use of third-party AI tools for data mining from donor databases, with concerns about privacy, data protection, and a need for review prior to adoption. Many schools noted AI presents the opportunity for personalized communication and engagement, tailoring interactions based on donor preferences, behaviors, and giving history. It also provides for the automation of repetitive tasks, such as acknowledgment messages, and follow-up communications, which allows advancement teams to focus on more strategic and meaningful activities.

AI Policy

It is universally recognized there is a need for formal guidelines and policy, although few institutions have yet to develop governance processes and cultural awareness around

responsible AI use. All peer institutions stressed the need for limitations on the use of AI, particularly for research, publications, and HIPAA compliance. The University of Miami is following [common use](#) cases which include "the generation of custom images, videos, text, and code," and are focused on working within those parameters to develop best practices.

Concerns

Concerns revolve around ensuring data accuracy, addressing biases, and prioritizing security and governance when adopting AI technologies. In the quantitative questionnaire, nearly 50% of respondents answered unsure or N/A when asked what vendors they were currently engaged with–or plans for engaging with vendors integrating AI.

A majority of those surveyed indicated there is a strong need to develop governance protocols, education resources, and practical best practices–40% of respondents said there are concerns about implementing AI technology, and 80% believe their work currently is or could be enhanced by using AI tools, yet 70% said they do not feel confident their department has training / assessment / resource structures in place that ensure staff feels confident using those tools.

There are also concerns around the broader ethics of AI in Advancement–maintaining the human element, the need to scrutinize the potential bias in the generated content (e.g., text-to-image technologies), ensuring data security, and addressing hallucinations–where systems generate outputs that may seem realistic but are not based on accurate or factual information.

Case Study: The University of Chicago IT Risk Committee

Advancement's IT department ensures staff are educated, mindful, and vigilant about the use of donor data and has developed governance practices to ensure new technology adheres to its internal protocols.

The department developed a data classification matrix to classify all data by categories (e.g., public/restricted/private), defining all terms, and providing examples to ensure staff know how to utilize AI with each data classification. Additionally, a team

regularly reviews to ensure the data has the most up-to-date classification / definitions. Technology should be vetted through an IT Risk Committee, and all tools are given a Green/Yellow/Red designation (use is okay/pause-evaluation is required/do not use).

Chicago also recognizes that it is equally important to stress a No Repercussions rule if staff have been using AI in unsanctioned ways. The IT department stresses that the priority is learning where AI is utilized so they can educate and prevent issues in the future.

VENDORS & TECHNOLOGY BENCHMARKING

This subgroup of the AI Taskforce (AITF) at The University of Virginia (UVA) seeks to investigate the potential implications of AI integrations on existing contracts within our departments and university. Our primary objective is to assess the extent to which AI technologies/tools are intended to be used by vendors and how that influences contractual obligations and relationships between UVA and technology service providers, with a strong emphasis on data security.

When interacting with current and potential vendors and/or technology used by UVA it is beneficial to utilize the sample high-level questions provided in UVA Box. The area themes contained within those questions are AI usage and implementation, data protection and security, performance and measurement, and ethical and regulatory concerns.

Methodology/Approach

Our approach focused extracting the most value out of vendor discussions. This was achieved by formulating key research questions that guide our investigations into technology capabilities, data security provisions, and the associated risks. These questions will serve as a framework for conversations with vendors and are presented in the appendices and with specific consideration to an AI Security Review in the supplemental documents folder. This approach ensures that all subgroups benefit from our insights and helps facilitate effective interactions with vendors in our research process.

Findings

Research highlighted the critical importance of reevaluating and, in many cases, redesigning AI policies and contractual agreements at UVA to accommodate the influence of AI. This is essential for educational institutions and technology service providers to navigate the evolving landscape of AI-driven education effectively. Furthermore, the findings encapsulated in the vender questions emphasize that educational institutions and their staff will increasingly expect transparency, ethical use of AI, and accountability from technology providers. It is widely acknowledged the significant improvements AI can bring to higher education, but opportunities bring rise to concerns about data security, ethical considerations, and the need for transparency. Please follow all institution-level policy updates from UVA Information Security, UVA Procurement, and UVA Administrative Taskforce, to further facilitate identifying insights that can shape best practices in this ever-evolving educational environment.

Next Steps and Timeline

There are two levels of AI implementation that we need to consider:

- *Active adoption*: Implementing AI solutions from our current UA vendor offerings. EX: EverTrue.

- *Passive adoption:* Software enhancements that will take place in our current tech stack that are negotiated by central. EX: Microsoft CoPilot.

This timeline is focused on active adoption strategies. However, we recommend that UVA's ITS department present to either the UATSC or whole UA community on what AI enhancements are coming with our Microsoft tools and current technology suite.

We recommend a considered implementation of vendor AI technology. We need to prepare for a proper pilot, test, and rollout of our vendor integrations. This includes assigning oversight responsibility, determining metrics and success criteria, building guidelines and training, and developing a risk mitigation plan. Data security is paramount, but ease of use, return on investment, and functionality will also be considered. After reviewing, we'll then

create an integration and pilot schedule. We recommend starting pilot vendor AI integrations in FY25, but we recognize that UVA and state policy on AI may affect this timeline.

Concurrently, we need to highlight the open AI tools currently available for us. We need to restate our current guidelines and provide examples of best practices. This will encourage employees to experiment with AI tools to familiarize themselves with the technology and develop additional best practices.

Four of our primary technology vendors will present on January 16, during Week of Learning. These presentations will showcase their next-generation offerings and how they can serve our Advancement community in an integrated future CRM environment. EverTrue, GiveCampus, UC Innovation, and Salesforce will present. Evaluations of these presentations will be measured under the guidance of the University Advancement Technology Steering Committee (UATSC). We'll need to create a score card to evaluate these presentations. The results of these presentations will inform our next steps for the remainder of the year.

We recognize that some may push for rapid AI integration. Vendors are already encouraging their users to test new AI functionality. The desire to integrate will intensify if we get security approval from InfoSec, the University, and the state. We still recommend a thoughtful rollout with implementation starting in FY25. Few workers across Grounds are using open-source AI tools. We recommend encouraging the use of open-source tools throughout the remainder of FY24. This will allow us to address security and ethical concerns, and knowledge gaps while preparing for vendor integration in FY25.

Active Adoption Timeline

Q1 (January – March 2024)

1. Create a score card to evaluate the AI capabilities of our vendors.

2. UVA's ITS presents to either the UATSC or the whole community on the AI enhancements are coming with our Microsoft tools.

3. Evaluate our vendors' presentations during the week of learning to determine who we'll want to pilot AI integration.

4. Present during the week of learning on what our current AI guidelines are, what tools are currently available, educational opportunities, and encourage safe experimentation.

Q2 (April – June 2024)

1. Determine which pilots need to occur based on vendor week of learning presentations.

2. Create the pilot project timeline and prioritization.

3. Start building the integration infrastructure, including project organization, fail-safe, and standards of quality in agreement with UA and state policy.

Q3 (July – September 2024)

1. Retrain and update progress during August Day of Learning.

2. Start preparing and training for Salesforce CRM and Einstein.

3. Continue building the integration onboarding structure.

4. If possible, start the pilot focusing on vendors whose integrations are secure, easy to use, and provide the best return on investment.

Q4 (October – December 2024)

1. Continuing with vendor integration project.

2. Year-end survey and follow up from Week of Learning 2023.

Professional and Instructional Development for Staff

Ideally, developing a training and education plan follows best practices for instructional design and curriculum development. For the purposes of this report, we have incorporated many of those best practices into our recommendations and state that what is presented here is not a formal policy for training and education, but suggestions for what to consider in developing training and education in the application of generative AI to our Advancement work.

Research and analysis provided by the AI Task Force subgroups surfaced three domains of focus in planning how our staff will acquire the knowledge and skills required to utilize AI ethically

and responsibly: Goals, objectives, and delivery modes; data security protocols; and guidelines for generative AI adoption.

Goals, Objectives, and Modes

Arriving at a destination requires knowing where you want to go and the route to get there. It is recommended that we begin by clarifying the goals of our Advancement work and specifying the role generative AI will serve in reaching those goals. If we are clear on the why, developing the outcomes of training and education will lead us to identify tightly aligned training objectives, identify key training performance indicators, select our training audience, and assess our organizational readiness for AI adoption.

In addition to the overarching work of identifying our desired outcomes, we will need to identify our methods/modes of delivering training, which should include a pilot training program that will provide opportunities to evaluate and improve our content and delivery. Delivery can take the form of hands-on exercises, use case and real-world scenario practice, online asynchronous modules, small cohort training, interactive workshops, pdf job aids, and ongoing learning opportunities as we grow alongside AI. Ultimately, our goal should be to provide clear expectations and resources for how Advancement staff should use AI ethically and responsibly, build in flexibility for AI's future states, and provide multiple entry points for users along the AI expertise continuum.

Data Security Protocols

AI requires data to generate its content and data is at the heart of our business. Providing clear guidance on keeping that data secure involves specifying what information we input into a generative AI platform and the prompts we use for AI product outputs. We will need to clarify which levels of sensitive data we can share with AI and to which technologies in our tech ecosystem we will apply AI tools. The AI Task Force findings regarding data security include evaluating levels of sensitive data, redesigning AI policies and contractual agreements with our vendors, and developing institutional level policies while emphasizing individual awareness and accountability for keeping our data secure.

The decentralized and highly specialized nature of University Advancement requires that we determine whether to adopt one AI platform for use by all or incorporate oversight into what could be multiple AI platforms in use at any given time. Regardless of unit, staff will need access to and a solid understanding of Virginia-specific legal and compliance requirements, how they impact usage and adoption, and follow all institution-level policy updates from UVA Information Security, UVA Procurement, and the UVA Administrative Taskforce, as well as University InfoSec guidelines.

AI Adoption

The process of adopting generative AI into our workflows necessitates a strong foundation in general knowledge about machine learning, including the terms associated with its use, the capabilities of AI, how large language models work, and their limitations. We recommend developing an AI resource hub in the very near future to provide general knowledge and preliminary guidelines.

To use AI responsibly and ethically one must understand where and when to apply the tool and the steps humans need to take to verify and review any products created by an AI platform. We must educate our staff about the ethical considerations of using AI, including bias introduced by humans, and concepts of fairness, transparency, and privacy. Because AI relies on human input to generate products, staff will need practical skills in handling secure data and drafting appropriate prompts. Training and education content will need to be modular and somewhat sequential, providing avenues for skill and knowledge development that meet the needs of the learner.

CONCLUSION

While it is clear we stand at the precipice of inevitable AI tool adoption that promises to revolutionize the way we work, it's also evident that the decisions made today will reverberate with long-term consequences. This fact was the driving force behind the efforts of the AITF, which sought to discover the best uses of this new technology and, crucially, its impact on our community of staff, donors, and partners. Our objective was not only to gain knowledge on

how to mitigate risks but also to identify the ways UA can strike a balance between innovation and responsibility.

As the future states discussed are likely to unfold quickly, we find it important to build momentum while staying aligned with our institutional mission and prioritizing our relationships with donors. Though new technology does not necessarily beget progress, we do believe that a considered integration of AI tools can grow our collective abilities and impact. Measured exploration, implementation, and adoption is paramount, alongside the development of comprehensive tools and guidelines to ensure uniform usage across departments and functionalities.

It is our recommendation that UA strive to maintain an innovative culture that empowers our colleagues to apply these new tools in a manner that remains true to UVA policies, with a spirit of creativity and curiosity that will continue to elevate our department as an industry leader.

For additional *Supplementary Materials p*lease see the [AI Task Force Final Report Resources folder](#) on UVA Box.

APPENDIX A

TASK FORCE MEMBERS[2]

Advancement Community Benchmarking

- Allie Gibson—*Senior Associate Director for Engagement Communications*, UA-Engagement

- Richard Long—*Director of Development*, Health System

- Annelise Lucas— *AVP Advancement Services,* College Foundation *

- Joe Montante—*Director of Virtual Philanthropy*, UA-Annual Giving Δ°

- Sasha Monty—*Director of Donor Relations*, UA-Engagement

- Emily Tate—*Special Assistant to the Vice President*, University Advancement

External Benchmarking

- Ann Lawrence Grasty—*Senior Director for Annual Giving*, UA-Annual Giving

- Ashley Gresh—*Senior Associate Director for Digital Engagement*, UA-Engagement *Δ°

- Anna Hodges—*Director for Data & Decision Support,* UA-Operations *•

- Anil Malviya—*Business Intelligence Analyst*, UA-Operations

- Mike May—*Senior Director*, Finance Δ

- Travis Searcy—*Senior Creative Director*, UA-Advancement Communications

Policy & Practice

- Hudson Clare—*Senior Associate Director for Development*, Health System •

- Dane Ferre—*Philanthropic Advisor*, UA-Gift Planning

- Ryan Jackson—*Associate Director for Advancement Data & Analytics*, McIntire School of Commerce *

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[2] * - University Advancement Technology Steering Committee member
• - Frontline Tech Advisory Group member
Δ - Working Group leader
° - Report deliverable lead

- Praveen Kunchala—*Business Intelligence Systems Engineer*, UA-Operations

- Chris Mercincavage—*Assistant Director for Advancement Operations*, UA-Operations °

- Sarah Robinson—*Assistant Director for Pipeline Analytics*, UA-Operations Δ°

- Isaac Stephenraj—*Senior Director for Advancement Operations*, Darden School of Business *

Vendors & Technology

- Shelby Bowen—*Senior Associate Director & Technology Coach*, Technology Training ^Δ °

- Adam Fentress—*Managing Director of Development*, UA-Priorities •

- Bryant Powell—*Systems Engineer for Design & Development*, UA-Operations •

- Bradley Scheftner—*Assistant Director for Next Generation Philanthropy*, UA-Annual Giving Δ°

- Deke Shrum—*Senior CRM Project Leaders*, UA-Operations *Δ

- Elizabeth Turrisi—*Chief Technology Officer*, Alumni Association *

Training & Education

- Shelby Bowen—*Senior Associate Director & Technology Coach*, Technology Training ^Δ °

APPENDIX B

SECURITY MATRIX (APPLICATIONS)

Application	Integrating AI	Optional	AI Features	Model	Encryption (Rest)	Encryption (Transmit)	CCPA	GDPR	SOC 2	SOC 3	HIPAA	Model Training	Data Retention	Data Masking
Evertrue	Yes	Yes	AI Profile Summary, AI-Generated Emails	OpenAI	Y	Y	Y	Y	Y	Y		N		
Cvent	Yes	Yes	AI Writing Assistant	Microsoft's Azure OpenAI service	Y							N	30 days	
GiveCampus	Yes	Yes	AI assisted Contact Reports	OpenAI	Y	Y	Y	Y	Y	Y		N		
Double the Donation	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Freshworks	Yes	Yes\No	Self-service bots, Agent-led conversational messaging, and Automated ticketing management	Microsoft's Azure OpenAI service	Y							N	30 days	
Donor Search	Yes	Yes\No	DonorSearch AI		Y	Y	Y				Y			
Salesforce	Yes	Yes – additional purchase from Salesforce	AI enabled knowledge assistant	Einstein GPT	Y	Y			Y			N	0 day	Y
https://get.mem.ai/	Yes	Yes	AI enabled knowledge assistant		Y	Y								
Thankview	Yes	Yes	AI-Generated Video Captions	OpenAI	Y	Y	Y	Y	Y	Y		N		
Marketing Cloud	Yes		AI insights, AI Scoring, AI Driven Event Triggers, AI Data Integration	Einstein\Marketing GPT	Y	Y			Y			N	0 day	Y
Hustle	Yes	Yes	AI-powered script assistant	OpenAI	Y	Y	Y	Y	Y	Y		N		
Eventbrite	Yes		AI-powered email writing, AI Event Pages, AI-powered ad copy	OpenAI	Y	Y	Y	Y	Y	Y		N		
Ellucian Advance	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dun & Bradstreet	Yes		D&B Risk Analytics											
Cognos	Yes	Yes	AI Assistant	watsonx.ai	Y	Y			Y		Y			
Tableau	Yes		Tableau Pulse, Tableau Copilot	Einstein\Tableau GPT	Y	Y			Y			N	0 day	Y
Boomi	Yes		Boomi GPT, Explain, Suggest, Quick Start	OpenAI GPT-3 and GPT-4	Y	Y	Y	Y	Y	Y				

APPENDIX C

DATA CLASSIFICATION LEVELS AND DEFINITIONS

The University Data Protection Standards are divided into different functional groups. For each function, there is a defined standard based on the sensitivity of the <u>data</u> involved. These are intended to be baseline standards[3]. Data whose sensitivity level falls within a hierarchical schema established by the federal government according to the degree to which unauthorized disclosure would damage national security.

Access to classified data typically requires a formal security clearance level relative to the sensitivity of the classified data for which the access is requested. Ranging from most sensitive to least, those levels include Top Secret, Secret, Confidential, and Public Trust. The misuse of classified data may incur criminal penalties and significant reputational damage[4].

Public Data	<u>Public data</u> is intentionally made available to the public Examples: • <u>Data</u> intended for a public web site • All information in the <u>University's Common Data Set</u> • <u>Data</u> available from <u>UVA Annual Financial Reports</u>
Internal Use Data	<u>Internal use data</u> is classified as a <u>public record</u> available to anyone in accordance with the Virginia Freedom of Information Act (FOIA) but is not intentionally made public (see the definition of <u>public data</u>). For a complete list, see <u>Code of Virginia § 2.2-3700 Virginia Freedom of Information Act</u>. Examples: • Salary information • Contracts • Specific email correspondence not otherwise protected by a FOIA exemption

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[3] University of Virginia Data Protection Standards (UDPS 3.0) https://security.virginia.edu/university-data-protection-standards

[4] IRM-003 Data Protection of University Information, https://uvapolicy.virginia.edu/policy/IRM-003

Sensitive Data	Sensitive is the default classification for all <u>data</u> that is not explicitly defined as <u>highly sensitive data</u>, may be held from release under FOIA, or that is not intended to be made publicly available.
	Examples:
	• University ID numbers
	• FERPA-protected student information not covered by the definition of <u>highly sensitive data</u>
	• <u>Data</u> that may be withheld from release under the <u>Virginia Freedom of Information Act (FOIA)</u>
	• Are not <u>public records</u>
	• Personnel and financial information not covered by the definition of <u>highly sensitive data</u>, but not intended to be made public
	• Any information that does not fit into the other three categories
	• Caution: An <u>data trustee</u> may designate otherwise <u>sensitive data</u> under his or her responsibility as highly sensitive for purposes of these standards
<u>Highly Sensitive Data</u>	Highly sensitive data are explicitly defined in the University's <u>Data Protection of University Information (IRM-003)</u> policy: Data that require restrictions on access under the law or that may be protected from release in accordance with all applicable laws or regulations, such as Virginia Code § 18.2-186.6. Breach of Personal Information Notification. Highly Sensitive data (HSD) currently include personal information that can lead to identity theft. HSD also includes health information that reveals an individual's health condition and/or medical history.
	Examples:
	• Any personal information that can lead to identity theft if exposed, e.g., Social Security numbers, passport numbers, driver's license numbers, military identification numbers
	• Any form of personally identifying information (PII) in combination with social security number (SSN), driver's license number, passport number and/or military ID number. For example, computing ID and driver's license number, or home address and SSN
	• Financial account number in combination with any required security code, access code, or password that would permit access to a resident's financial accounts
	• Credit card or debit card number, including any cardholder data in any form on a payment card
	• Medical information that reveals an individual's health condition or medical history; this includes, but is not limited to, HIPAA-<u>protected information</u>
	• Any store or file of passwords or user-ids and passwords on any multi-user system or computer
	Note that credit card numbers can never be stored either alone or in combination with any other identifier