Organizational Excellence
Initiative Summary

Initiative Title: Center for Leadership Excellence (CLE)

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Executive Sponsors:
- Pat Hogan, Executive Vice President and Chief Operating Officer
- Rick Shannon, Executive Vice President, Health Affairs

Problem Statement
Succession Development
The University lacks a systematic way to identify high-potential employees who may be able to assume leadership roles in the near and long term. Additionally, there is no way to identify key positions which may become vacant in the near term across the institution for a comprehensive assessment of institutional talent needs.

Role of the Manager
Having the right structure in place is key to driving organizational excellence. The University seeks intentionality of its structure, ensuring the right managers are in the right positions. Through this work, the CLE seeks to assist schools and units evaluate their organizational structures, including managers’ span of control.

Career Development
Career development plans for job families exist in very few areas and employees lack guidance on specific actions they can take to develop and advance their careers.

Project Overview

Project Description
This initiative is to advance a culture of individual and institutional leadership, focusing on leadership at all levels. All employees should see themselves as leaders, striving for excellence in all they do, with ample opportunities to develop their full potential. Through a Center for Leadership Excellence (CLE) with a multi-pronged approach to employee development we will make that potential a reality.

U.Va. is known for its student experience, one that develops students to become leaders, and that is the model the CLE seeks to emulate and promote for employee excellence. The UVa employee experience should be more than just a job; the University should provide employees with an opportunity to make a difference – to build a career. In turn, employees will bring the best of their energy, creativity, and drive to their work.
The CLE will expand the resources available to employees for their own career development and support managers across Grounds to translate the vision of a culture of leadership into a reality. Therefore, the CLE programming will target leaders at all levels of the institution – those who have responsibility for others and those who are individual contributors.

**Project Scope**
Leadership development is deeply rooted in the University’s core mission and values. Because of that, there are many existing resources across Grounds with expertise in leadership development and as a result, many opportunities for collaboration. In addition to this strategy in the Cornerstone Plan for staff leadership development, the plan also includes strategies to advance faculty and student leadership development. While the CLE will primarily service staff, it will partner closely with faculty and student leadership development efforts. By working together on these initiatives UVa’s culture of leadership excellence becomes reinforced and unified.

**Project Goals / Objectives**

**Deliverables**
The Center is initially focusing on three key initiatives. They are: Succession Development; the Role of the Manager; and Career Development. A brief description of the outcomes identified for each follows.

**Succession Development: Outcomes**
- An established succession development program for 25 high-potential employees, representing a variety of positions within the University
- Experiential learning plans along with traditional development programs
- Coaching and mentoring programs

**Role of the Manager: Outcomes**
- Clearly defined managerial expectations
- Resources and support to improve managerial effectiveness and accountability
- Emphasis on the importance of employee development for those they manage

**Career Development: Outcomes**
- Robust development planning for all staff
- Programming anchored around specific staff job families

First year deliverables include:
- Form resource groups – Champions and Catalysts – to guide the creation and direction of the Center
- Launch succession development program
- Define the role of the manager and its expectations
- Align development offerings within job families
- Outreach and communication campaign to all employees

**Timeline**
- New hires and reallocation of staff in place – Spring 2014
Resources have been reassigned within UHR to “jump start” efforts. An experienced professional is being hired to lead each of the three major program areas.

- Stakeholder groups (champions and catalysts) commence – April 2014
- Initial communications (Center Launch) – July 2014
  - New web page, frame existing offerings, testimonials from MyUVA job, executive introduction message
- Succession program launch – October 2014
- Development mapped to job families – October 2014
- Pilot organizational work – November 2014
- Portal and new web tools launch – February 2015