

Organizational Excellence Leadership Council Meeting Summary December 12, 2013

Attendees Council: Chair, Bob Pianta; Virginia Evans, Hossein Haj-Hariri, , Rich Kovatch, David Leblang, Jim Matteo, Christina Morell, Rick Myers, Tamara Sole; Ex Officio: Milton Adams, Nancy Rivers, Sarah Collie

Absent: Sponsors: Pat Hogan, John Simon, Harry Harding, Colette Sheehy; Council: Thomas Gorski, Chris Holstege, Erika James, Liz Lyons Ex Officio: Lee Baszczewski

I. Benchmarking Study

Sarah gave a brief update on the status of the Benchmarking Study. Data collection is now complete and data validation is underway. Data validation has 2 parts – internal, conducted by UVa and external, conducted by The Hackett Group. To put the magnitude of effort into scope, she cited several statistics:

- More than 150 data collectors benchmarked the 6 functions across 15 schools/units and 10 central areas.
- More than 5300 FTEs were reviewed and allocated across functions.
- More than 1100 questions about practices were answered
- Some 1400 stakeholders received the stakeholder survey.

Bob shared a draft benchmarking status communication to be distributed to Deans, VPs, and Dept. Heads. The communication states that the University has completed data collection and is now validating data and outlines expectations for when we will have the results and next steps. Several members offered constructive feedback, which will be incorporated into a final draft to be sent next week.

Bob led a discussion with the group about preparing for the results and thinking about how best to disseminate to the University community. It was decided that the Council would benefit from a working session with the consulting firm, The Hackett Group, to preview the analysis plan and to provide observations and context for inclusion in the final report.

II. OE Role in Improvement Initiatives Across Institution

Organizational Excellence staff compiled an inventory of improvement initiatives underway across the University from the administrative areas. A subset of 17 initiatives was shared with the Council. Members were asked to consider the partnership role of OE in these illustrative efforts and articulate the criteria they used to guide their thinking.

Criteria included: What is the value-added? How broad of an impact, span, or scope? Are there ways in which we can ensure that the discussion or focus is broadened, include more voices? Has end-user feedback been incorporated in the design? Level of resourcing needs? Does the initiative have a direct impact on Teaching and Research? Does the initiative enable the strategic plan priorities? Could OE enhance the messaging about the initiative or help with change management?