Organizational Excellence

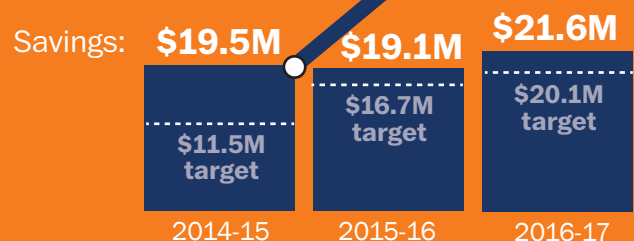*Cultivating a Culture of Quality*

This report highlights major OE initiatives and activities that serve the University's mission. OE is a shared institutional approach for progress today and tomorrow.

O E

- Shared research equipment
- Electronic signatures
- Single sign-on systems
- Local faculty and staff vacancy management
- Cluster administrative services in school/unit
- University-wide software site licenses
- Shared administrative positions
- Digitized meeting materials
- Negotiated contract savings
- Resource utilization tracking
- Pan-institutional projects
- New degree, certificate and online programs
- IT infrastructure for enhanced data analytics and storage
- Centralized graduate admissions applicant processing
- State consortia purchasing of library materials
- Energy conservation
- Consolidation of training
- Reallocation of staff

Organizational Excellence Across Grounds

- **Adding Value**
- **Reinvesting in Priorities**
- **Saving Time & Money**

Cumulative savings **$60.2M**

Savings:

	2014-15	2015-16	2016-17
Savings	**$19.5M**	**$19.1M**	**$21.6M**
Target	$11.5M target	$16.7M target	$20.1M target

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Initiatives

Pan-institutional Change in Action

ResearchUVA
Reducing Burden and Providing Research Intelligence
(Lead: The Office of Sponsored Programs)

Research administration infrastructure - proposal and award management – enables world-class research. Key areas of focus include promoting interdisciplinary research and access to data for analysis via a UVA-developed system.
• **1,533** users, an annual increase of **130%**
• Enhanced **data visualization** with an institutional dashboard, trending and drill-down data
• **Electronic proposal** submission for efficiency and tracking

Research draws extramural funding, attracts talent, and drives the creation of knowledge.

Ufirst
Human Resource Solutions for You
(Lead: Human Resources)

Ufirst is a multi-year project to deliver high-quality, customer-centric services across the Academic Division and Health System.
• Released future service model and organizational structure, representing **greater value-added services** (e.g. talent recruitment and development, data analysis)
• Activated first-test model of enterprise, **cloud-based HR technology**
• Designed **280+** future-state processes
• Began staffing HR organization with **202** HR professionals
• Planned for consolidation of 3 payroll units into 1 and move from HR to finance
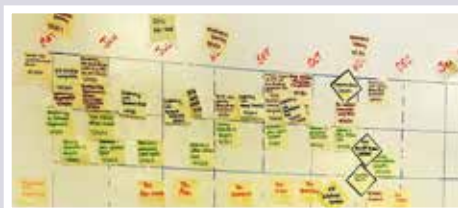
Improving HR to support the pursuit of innovation and excellence.

Strategic Sourcing
Leveraging Purchasing Power
(Lead: Procurement and Supplier Diversity Services)

Strategic Sourcing consolidates spend of top commodities across UVA for discount pricing and higher levels of service.
• **6 commodities** implemented since inception; research & development and housekeeping supplies this year
• Awarded **105** research and development contracts to expedite acquisition of supplies and equipment
• **$2.8M** annual cost savings from all strategic contracts

Project Alliance

A Unified Portfolio

Project leaders coordinate across multiple projects for more effective outcomes. A collective view of project status reports, milestones, and end-user impacts provides insight into project interdependencies and opportunities for collaboration, including communications and stakeholder engagement.

Example:
Managerial Reporting and ExpenseUVA both affect the work of fiscal administrators. These projects partnered to gather stakeholder input on the implementation plan and adjust project schedules for an optimal, sequenced roll-out.

ExpenseUVA
Automating Expense Management
(Lead: Procurement and Supplier Diversity Services)

This system replaces a paper-intensive process, resulting in more efficient and accurate processing.
• System **go-live** on April 17, 2017
• Built-in processes and policies lead to fewer errors and less rework
• **Simplified access** – mobile and self-service; current self-service usage **48%**

Managerial Reporting
Facilitating Analysis and Decision-Making
(Lead: Office of the Vice President for Finance)

University Business Intelligence (UBI), the new enterprise reporting environment, produces transactional, managerial, and executive reports.
• Over **1000** active users
• **25** modules released in Grants Accounting, General Ledger, and Labor Distribution
• Drill-down and **integrated data** capabilities

"We now have the ability to give answers on demand and in real-time because UBI is so fast and has so many ways to filter financial data, like operational expenses. Unlike the current static reports you are not limited to defined parameters. We can dig deeper and see trends, which is really useful to determine what is normal and what might be an anomaly."

—The Frank Batten School of Leadership and Public Policy

Organizational Excellence
Cultivating a Culture of Quality

Project Alliance · Initiatives · Quality Communities · Consulting Services

Quality Communities

Fostering Collaboration and Learning

QUALITY CORE NETWORK provides opportunities for individuals to develop quality and improvement skills and knowledge, connect with colleagues and contribute to institutional change.

Topics included leading change, project management, creativity, change models, a decision-making framework, and design-thinking for innovation. Presenters featured faculty and staff from across Grounds, who shared their applied expertise and experiences.

• **200+** participants
• 9 sessions
• Participants rated content applicability high, **4.6/5**

"Opened my mind to new thought processes."

"This was perfectly timed to help me deal with a current issue."

"Very well done - effective, practical, real examples."

"Appreciate the practical application."
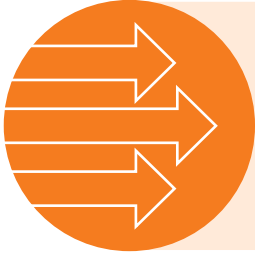
Consulting Services

Partnerships for Progress

OE staff provided **20+** custom services to schools and units in support of their quest for enhanced efficiency and effectiveness.

Highlights:
• Partnered with graduate students in the Center for Electrochemical Science and Engineering to enhance the research community and student experience
• Collaborated with several Schools, central HR, and the Provost's Office to pilot a streamlined student hiring process
• Facilitated the Office for Sustainability annual retreat on planning, prioritization of activities, and team effectiveness
• Reviewed current College of Arts & Sciences financial planning processes and identified opportunities for improvement
• Assisted the Cooper Center to shape a unified strategic direction and identify near-term priorities

Spotlight Class of 2017

Spotlight on Excellence

The Class of 2017, 8 individuals and 1 team, is commended for the design and delivery of professional development, enhancing employee engagement, significant contributions during a critical project phase, improving and redesigning processes, and exceeding customer expectations through service excellence.

• Nancy Honeywell – Information Technology Services
• Marianne Daughtrey – Ufirst, HR Project
• Lauren Moriarty – Information Technology Services
• Addie Coe – Procurement and Supplier Diversity Services
• Roy Cadoff – University Bookstore
• Kim Becker-Damron – School of Engineering
• Vijay Adusumilli – Managerial Reporting Project
• Elizabeth Carey – University Human Resources
• UVA Forward Conference Organizing Committee – Keith Donnelly (Information Technology Services), Kirby Armentrout (Darden School of Business), Elizabeth Allan (University Human Resources), Thomas Kim (University Human Resources), Erika Priddy (The Office of the Vice President for Finance)

OE Professional Development Scholarship Program

recognizes and develops individuals contributing to quality at UVA. The scholarship supports participation in the annual Network for Change and Continuous Innovation (NCCI) conference and a year-long mentoring experience with OE staff.

2017/18 Recipients:
Maggie Stein (left), College of Arts & Sciences, and Shana Pack, University Human Resources

# Enhancing Organizational Capacity for Change

Aligning for Impact
- Created an institutional Change Management framework
- Developed and began implementing University Portfolio Management
- Integrated with various operational and project committees
- Enhanced community connections and collective knowledge
- Connected local-level continuous improvement efforts for synergies

Partnering on Professional Development
- Delivered sessions at UVA Forward Conference, Cornerstone Leadership Program, and Exceptional Assistant Network Conference
- Collaborated with Finance, Outreach, and Compliance and the Center for Leadership Excellence to deliver specific programming for fiscal administrators
- Provided relevant educational resources
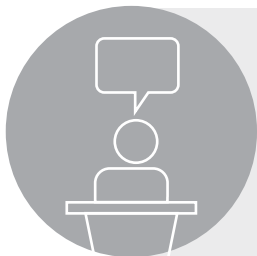
Engaging with Higher Education Peers
- Participated in the Network for Change and Continuous Innovation (NCCI) annual conference – 15 UVA attendees and 5 UVA presentations
- Delivered 2 NCCI webinars, open to the public
- Delivered session at the American Council of Education Virginia Network Annual Conference
- Co-leading planning of state-wide, higher education efficiency and innovation conference in fall 2017

*"The OE scholarship has had a significant impact on my professional growth. **I feel empowered to innovate, share, develop and execute goals that will improve research administration.** The NCCI conference provided an excellent opportunity to learn more about innovative change in higher education."*
— Scholarship Recipient

*"**We've uncovered processes that were inefficient, confusing and frustrating for all involved**. OE did a nice job of documenting those issues and elevating them for discussion to form the basis of an action plan for more refined processes and to create faster turnarounds for our partners."*
— School Partner

*"**With the help of OE we have improved communication within our laboratory community and sense of personal responsibility** among individuals for maintaining a safe and clean working environment."*
— Graduate Student Partner

Organizational Excellence
Cultivating a Culture of Quality

Organizational Excellence is a community effort achieved through executive sponsorship from EVP/COO Pat Hogan, EVP/Provost Tom Katsouleas and Sr. VP Colette Sheehy; oversight and guidance from the Organizational Excellence Leadership Council; functional area partnerships; and faculty and staff stakeholder engagement. **Thank you for your many contributions and advancing excellence at UVA!**

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