

OE PROGRAM PARTICIPANTS

39% from academic school/areas

61% from administrative areas

92% gain relevant skills/knowledge

Organizational Excellence

2019-2020 ANNUAL REPORT



The Office of Organizational Excellence (OE) serves as a resource to support the University's priorities, enable core missions, and advance the University's strategic plan, *Great and Good: The 2030 Plan*. OE partners with schools, units, and individuals all across Grounds to:

- ▶ Enhance organizational effectiveness and efficiency
- ▶ Improve processes and services to enable teaching, research, and service
- ▶ Foster a culture of excellence, collaboration, and innovation

This report highlights key collaborations across the University in academic year 2019-2020.

OE PARTNERSHIPS

16+

University-Wide Partnerships

21+

OE School/Unit Partnerships

OE IMPACT

Partners: **100%** achieved purpose with OE services rated "excellent"

Individuals: **93%** applied skills/knowledge acquired from OE programs

OE UNIVERSITY-WIDE PARTNERSHIPS

The OE Team provides a variety of consulting services to the University, schools, departments, and organizations to achieve their goals and advance sustainable excellence. Frequently requested services include strategic planning, process improvement, project management, organizational change, organizational effectiveness, complex collaborations, and stakeholder engagement.

Enhancing Culture

- **Innovation Culture** (Lead: Cornerstone Leadership Program Project Team)
Co-sponsored the project to assess UVA's level of foundational elements of an innovation culture – idea meritocracy, psychological safety, and self-determination theory. An embedded innovation culture fosters new ideas from all members of our community, provides a safe space to challenge the status quo and take risks, and empowers all to do their best work. A quantitative study with a representative sample of faculty and staff revealed opportunities for improvement. The results and recommendations for next steps were shared with the Office of the President.

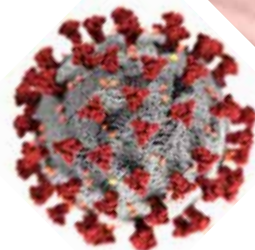
Advancing Efficiency and Effectiveness

- **Institutional Efficiency and Effectiveness** (Lead: OE Leadership Council)
Identified 16 strategic and operational efficiency and effectiveness opportunities. The Organizational Excellence Leadership Council (OELC), a diverse group of faculty and administrators, were charged by EVP/Provost Liz Magill and EVP/COO J.J. Davis. The work was informed by practices and results at other universities and preliminary internal data analysis and experiences. A high-level assessment of each opportunity considered potential tangible savings or resource reallocation; other measurable value of quality; pan-institutional impact and scope; feasibility to implement; and fit with UVA's culture and environment.

Supporting COVID-19 Response and Reopening Preparation

OE partnered with various school and units to plan and implement a safe environment for re-opening Grounds for the fall.

- Human Resources-Health System Process
- Fall 2020 Operational and Logistics Planning for Return to Grounds
- School-based Fall 2020 Readiness Planning and Implementation
- Virus Management Case Management



Improving Services and Processes

- **Faculty Annual Reporting** (Lead: Curry School of Education)
Scaled an on-line tool for faculty annual reports of all academic activities to nine schools. The tool captures the breadth and depth of faculty work; streamlines the process by auto-populating fields from existing data sources; and creates an accessible, protected repository of faculty information.
- **Major Capital Building Process Improvements** (Lead: Sr VP for Operations)
Conducted a comprehensive, end-to-end process review to enhance the clarity, consistency, efficiency and alignment of processes with priorities. Improvements include streamlining 145 process steps, improved communications, and development of a project evaluation criteria matrix.
- **Electronic Research Administration** (Lead: Office of Sponsored Programs)
Evaluated and selected a software system to support the growing research administration needs, enhance the University's ability to seek and manage sponsored funds, particularly for large multidisciplinary projects, and scale with the growth of the research program. After a RFI, faculty and administrators evaluated three products through presentations, demonstrations and hand-on exercises, and reference checks. A final recommendation and draft implementation timeline was submitted to the VP for Research.
- **Curriculum Redesign** (Lead: Center for Teaching Excellence)
Partnering on curriculum redesign with schools and departments for better student learning outcomes. OE is providing consultation on leading complex change for three pilot redesigns underway.
- **Teaching and Learning Technology Software Selection and Integration** (Leads: Arts and Sciences Learning Design and Technology, Center for Teaching Excellence)
Creating an effective and efficient process for the selection and integration of learning technology software to enable an innovative teaching and learning experience for faculty and students. The work includes engaging with stakeholders to design a comprehensive process to understand learning technology needs, assess technologies, procure applications, and user support for success. Additionally, a new platform will assist to streamline the approval and adoption of technologies.

Fostering Faculty Collaborations

- **Collaboration for Climate Restoration Research Workshop** (Lead: Environmental Resilience Institute)
Identified opportunities for collaborative research and high-value activities. UVA researchers and invited environmental experts participated in a facilitated workshop.
- **Cultivating Faculty Research Networks** (Lead: Office of the Vice President for Research, University Committee on Information Technology)
Gathered faculty from all across Grounds to share ideas, meet potential collaborators, and offer feedback about strengthening the University's research infrastructure and promoting dynamic networks. Specific questions addressed research priorities, cross-discipline research, and resources.



University-wide partnerships
continued on next page >

OE UNIVERSITY-WIDE PARTNERSHIPS (CONTINUED)

Aligning Institutional Projects

University Project Portfolio (UPP) seeks to coordinate and align pan-institutional projects for successful outcomes.

Information Sharing

Convened regular project manager meetings to share information and align across multiple projects to assist with awareness and coordination. Identified key portfolio interdependencies among projects and engaged appropriate parties in review and resolution, as needed.

Project Excellence Pulse Survey

Piloted and refined the pulse survey derived from a synthesis of insights from recent large-scale, UVA projects, external reviews and focus group input. The survey assesses: Institutional Alignment & Prioritization; Customer-Focused Communications; Stakeholder Engagement; Effective End-User Implementation; Post-Project Monitoring.

Portfolio

Convened diverse stakeholders of project leaders and sponsors, OE Leadership Council members, and school associate deans to explore ways to consider continuous improvement opportunities for enhanced benefits.

Collectively, the group assessed 18 recommendations and prioritized areas of focus based on effort and impact.



OE SCHOOL/UNIT PARTNERSHIPS



Planning

- School of Engineering – Senior Leadership; Materials Science Department
- School of Medicine – Otolaryngology Department
- McIntire School of Commerce – Dean’s Office
- Gordie Center
- Department of Safety and Security
- Facilities Management - Sustainability Office
- Institutional Sustainability 2030 Goals
- Central Finance – Continuous Improvement Committee



Effectiveness/Redesign

- Provost Office/ University Library/ Digital Humanities
- Provost Office – Faculty Affairs
- Curry School of Education – Higher Education Program
- University Library – Senior Leadership Team; Special Collections, Communications, Teaching and Learning Team
- VP for Research - Community of Research Development (CoRD)
- Cancer Center
- Human Resources – Solutions Center
- Senior Vice President for Operations and UVA Foundation



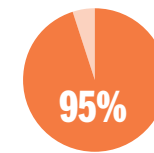
Process Improvement

- College of Arts and Sciences – Deans Office
- Central Finance – Financial Strategy

“...incredibly helpful to have someone outside of our organization facilitate a series of strategic planning discussions “

“Having OE come in, organize, be objective, and manage the sessions meant that everyone could participate fully.”

“Provided us the structure to examine and refine our practices and processes.”



95% are likely to recommend OE as a resource and partner to other units and organizations across Grounds

OE EXTERNAL PARTNERSHIPS

Project Rebound

(Leads: Charlottesville Regional Chamber of Commerce, UVA Office of Economic Development)
Enable reopening and restoration of the local economy in the wake of the COVID-19 crisis. OE designed and facilitated 8 industry-specific committees and open community conversations to engage business members to share insights, identify challenges, and build actionable strategies. More than 300 people participated in 19 sessions, contributing to the comprehensive Blueprint for Economic Resiliency and Reinvention in the Charlottesville region. The roadmap outlines 36 defined opportunities, organized by 4 themes and prioritized into categories of now, next and later across and within private, non-profit and public sectors.

“...made the virtual engagements simple, lively, productive and fun.”

“This has been one of the best managed and most rewarding teams I’ve ever been part of.”

“...cogently laid out and executed a well-defined plan ...”



Va Research Libraries (VRL)

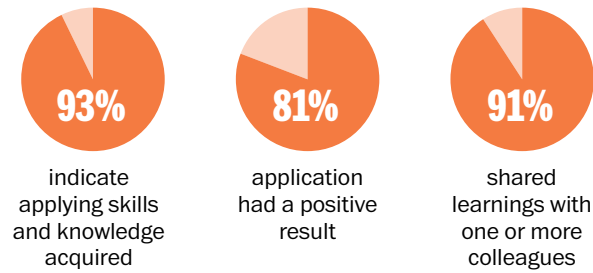
Working together to reimagine and transform their relationship with publishers of academic materials. The VRL consists of the University of Virginia, Virginia Commonwealth University, Virginia Tech, Old Dominion University, George Mason University, James Madison University, and the College of William and Mary.

QUALITY COMMUNITIES

400+ university community members learned new skills and knowledge to apply in their work and connected with colleagues from all across Grounds. These programs include short monthly sessions, immersive workshops, lunch and learns, and Communities of Practice (CoPs). Collectively, these programs help build the University's capacity for change, improvement and innovation.

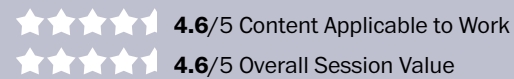


Survey of Applied Learning from all OE Programs:



Quality CORE Programs

Addressed topics of strategic resource allocation, courageous leadership, facilitation techniques, achieving results, process improvement, and more.



"Very good information for employees at all levels across the University."

"Hearing about real life uses is very helpful."

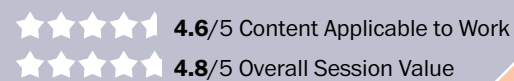
"Good overview of a few tools I can use right away at the office."

Project Foundations Workshops

Collaboration of OE, HR, School of Medicine Project Managers

This 4-session workshop focuses on practical skills for informal project leads of smaller scale projects, without the burden of lengthy, formal project management training.

- 32 participants in 2 cohorts
- 13 administrative areas
- 8 academic areas



"The class was well structured, had good exercises, and the instructors were very knowledgeable on the topics."

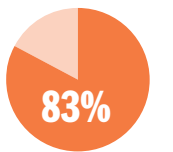
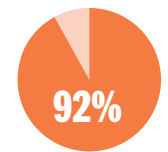
"It was great to get real world perspectives on each stage of the process, and I like the 12-step approach, especially as I start to work on more complex projects."



Prosci Change Management Three Day Certification Workshop – 4th Cohort

Participants developed change management skills and learned how applying research-based methodology and tools to projects, improving UVA's organizational capacity for change.

- 18 Participants from 5 Administrative Areas, 5 Schools/Academic Areas, and the Health System



"I knew some of the tools, but it was great to learn the full framework and learn about the individual tools. I appreciated the presenter's real-life experience and examples. It was great to have a cohort where people came from different units and schools."



Two Communities of Practice Become One – Project and Change Management

The Change Management and Project Management CoPs merged this year, serving 171 members. A collaborative community to help members improve their project and change management skills, identify common problems, collect and evaluate best practices, and transform their practice to accommodate changing needs and technologies.

- Networking
- Lunch and Learns
- Coach-a-Colleague

SERVING AND PARTNERING BEYOND UVA

The OE Team routinely collaborates and provides guidance to other institutions and organizations as they seek to initiate or refine their quality, improvement and change efforts. These efforts are invaluable as they build our broader network and allow us to learn from them as well.

10 Institutions:

University of Maryland, University of Kansas, University of Rochester, Virginia Commonwealth University, Northwestern University, University of South Carolina, Penn State University, University of North Carolina, University of Texas-Arlington, University of Wisconsin

13 Organizations:

FDIC, Department of Health and Human Services; Virginia SHRM (Society for Human Resource Management); National Institutes of Health, Albemarle County; State of Washington Department of Corrections; Educational Advisory Board; Center for Non-Profit Excellence, Operation Smile, Airbus, KPMG, P.O.W.E.R (Property Ownership for Women Enriches and Revitalizes)

OE External Committees

- Prosci Return to Work Advisory Board
- Network for Change and Continuous Innovation (NCCI)
 - Board of Directors
 - Finance Committee
 - Advisory Committee
 - 20th Anniversary Planning Committee

OE External Presentations

- Program Agility: How to Thrive During Leadership Transition, NCCI Annual Conference
- Organized Chaos: An Enterprise Approach to Large Scale Projects, NCCI Webinar
- UVA Change Management Overview, Northwestern University
- Project Management for HR Leaders, UVA SHRM

OE'S LEARNING MINDSET

OE Team members pursue new skills and knowledge to enhance capabilities to serve the University's needs.

- Prosci Change Management Certification
- Business Intelligence Certification
- Creative Collaboration
- Strategic Doing: Leading Complex Collaborations
- Graphic Facilitation
- Impactful Presentations
- Project Management Institute
- Virtual Facilitation
- Dare to Lead
- Infinite Mindset, Simon Sinek



Organizational Excellence

Cultivating a Culture of Quality

OE Governance: Organizational Excellence Leadership Council, chaired by Robert Hoover, Sr Associate Dean for Administration and CFO, McIntire School of Commerce; Executive Sponsors: EVP-Provost M. Elizabeth "Liz" Magill; EVP-COO Jennifer (J.J.) Wagner Davis

OE Team Members: Sarah Collie, Mary Brackett, Leann Burns, Tim Kelley, Reid Thompson

Discover how OE's expertise and partnership can support your goals and priorities:

organizationalexcellence.virginia.edu

O'Neil Hall
445 Rugby Road
Charlottesville, VA 22903

Mail:
P.O. Box 400209
Charlottesville, VA 22904

Email: orgex@virginia.edu
Phone: (434) 924-1344