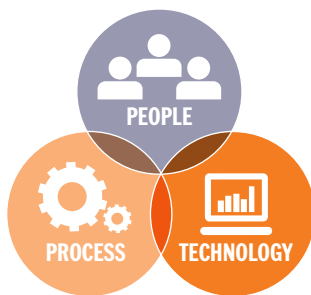# Organizational Excellence

Cultivating a Culture of Quality

2015/16 Annual Report: A Focus On Quality

Imagine an organization with effective **services**, streamlined **processes**, enabling **technologies**, and a culture of **collaboration** and **partnership** to support excellence in teaching, learning, research, and service.

Organizational Excellence (OE) is advancing this reality at UVA. This annual report highlights major pan-institutional initiatives and activities.

PEOPLE

PROCESS

TECHNOLOGY

Project Alliance

> " *OE brings **courageous leadership**: A willingness to have tough conversations, challenge the status quo, and co-create a bold vision of the future.* "
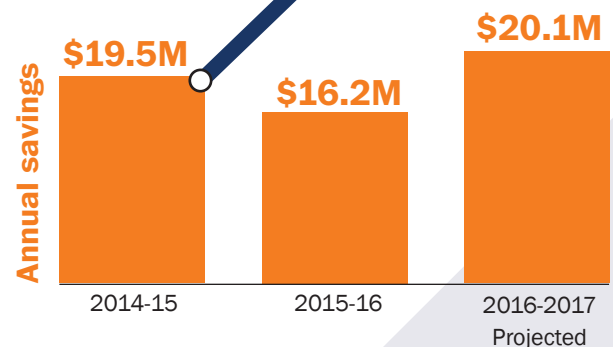
Initiatives

> " *Organizational Excellence is more than a program, it's an **institutional value**.* "

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

Cumulative savings $55.8M
Projected

Annual savings

$19.5M

2014-15

$16.2M

2015-16

$20.1M

2016-2017
Projected

Quality Communities

Consulting Services

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organizationalexcellence.virginia.edu

Initiatives
Transformational Change in Action

ResearchUVA creates a comprehensive, enterprise-wide system and processes for proposal development, submission, and award management. Current Benefits: increased access to grant information, enhanced workflows, data analytics.

- **85,000+** documents imaged
- **668** faculty & staff using ResearchUVA
- **$5M** per year in research administration time savings

"ResearchUVA has enabled me to spend more time on research in the field."

Ufirst, a multi-year transformational project, will deliver high-quality, customer-centric HR across the Academic Division and Health systems. This year's design work focused on process, service delivery, technology, governance, business services, and community.

- Designed and validated **14** future state process models; built future-state service models, structure and transition approach
- Inventoried **152** HR policies
- Identified **2000+** technology requirements

90 → 1 Selected 1 integrated HR information system

Gift Processing Services ensures the accurate deposit and recording of donors' gifts and pledges. Through consolidation of services, UVA now has a single Gift Processing Center serving the University and its foundations.

- **14,000+** transactions processed per month
- Improved responsiveness and service to donors
- Created a Center of Excellence
- **20+** simplified processes designed
- Goal: faster, more accurate donation processes

TravelUVA provides integrated services to improve the travel experience. Benefits: streamlined process, enhanced export controls compliance, increased safety, and consolidated spend for improved pricing.

- Average per-ticket savings: **11%**
- Single provider of booking services – online and in-person
- Dedicated 24/7 customer service and monitoring
- Issued **500+** travel alerts for improved safety awareness

Strategic Sourcing consolidates and leverages the purchasing power of commonly-used supplies, equipment, and services for better pricing and service. Contracts yielded annual savings of over **$1.4M**

Managerial Reporting empowers units and schools with one trusted source of data delivered via the University Business Intelligence platform. Launched in June, **100+** people trained and able to access financial data.

Email Consolidation improved calendar sharing and meeting planning, enhanced security, and reduced costs related to supporting multiple email systems. Nearly **10,000** accounts were reviewed with **4,000+** accounts moved to the new system.

Administrative Unit Review of Procurement Services provided UVA stakeholders the opportunity to share about their service experiences. An external review committee identified 9 areas for improvement. The purpose of an external review is to foster administrative excellence, and several recommendations have already been acted upon to better align procurement services with customer needs.

Innovation: Ideas to Action is a framework has been designed and piloted to: collect diverse insights, promote collaboration, and tap into expert knowledge. This enables the best ideas to be refined and executed.
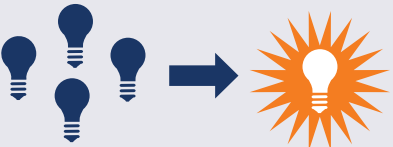
Project Alliance
A Unified Portfolio

Leaders across 12 OE projects meet regularly to coordinate work and identify opportunities for collaboration. The group reviews resource demands and project updates, assesses the impact of the collective activities on key stakeholders, and tracks metrics for optimal delivery and benefit.

Organizational Excellence
Cultivating a Culture of Quality

- Project Alliance
- Initiatives
- Quality Communities
- Consulting Services

Consulting Services
Partnerships for Progress

OE supports schools, units and organizations in their quest for excellence through Consulting Services. In the past year, OE staff provided **20+ services**.

Highlights:
- Facilitated development of a strategic cross-cutting research agenda for the **School of Engineering**
- Helped refine purpose and align committee structure and goals for the **Staff Senate**
- Collaborated in redesigning performance management for the **Darden Graduate School of Business**

The OE team are problem solvers willing to roll up their sleeves, strategize for success and course correct as needed.

Quality Communities
Fostering Collaboration and Learning

QUALITY CORE NETWORK
An open network of individuals across UVA who have an interest and/or expertise in quality and improvement.

The network cultivates skills, expertise and connections to lead change.

With **500+** participants, OE delivered **12** sessions and hosted **3 poster exhibit showcases**. Topics included:
- Setting Organizational Direction and Priorities
- High Performing Learning Organizations
- Engaging Everyone to Create Innovative Results

NEW NETWORKS

Communities of Practice are groups of people who share an interest in a topic and who come together to fulfill both individual and group goals. Two OE-sponsored communities will be launched in 2016 - Change and Research Administration.

Average Ratings from Quality CORE Sessions (Scale = 1-5)

Q: Presenters were **knowledgeable** about the subject matter.
★★★★★ **4.9**

Q: The content included ideas, practices, or information I can **use** in my work.
★★★★★ **4.8**

Q: Overall **value** of the event:
★★★★★ **4.8**

Participant Feedback:

"Excellent - big principles supported by detail."

"Good ideas - makes you think about our processes and where standards are important."

"The kind of tangible skill development we need more of on Grounds."

PROMOTING AND RECOGNIZING EXCELLENCE

Spotlight on Excellence recognizes those who lead **improvement** and **innovation**, deliver **high quality customer service**, and build **productive partnerships**. Individuals or teams may be recognized. Honorees this year: **Jim Bowen, Martin Braun, Kathy Halvorson, Pat Hartsook, Stacey Hughes, Laura Mellusi, Jack Parker, Chris Prue, Jessica Rafter, Kathy Roy, Kim Turner, Andrew Yeung.**

OE Professional Development Scholarship Program recognizes and develops individuals contributing to quality at UVA. The scholarship supports participation in the annual NCCI conference and a year-long mentoring experience with OE staff. Inaugural honorees are:
Betsy Ackerson (Provost Office)
Tina Freitager-Kirkaldy (Office of the University Registrar)
Carey Reinicke (School of Engineering & Applied Sciences).

OE Team Members as Thought Leaders
OE staff are regular speakers and presenters for internal UVA and external audiences.
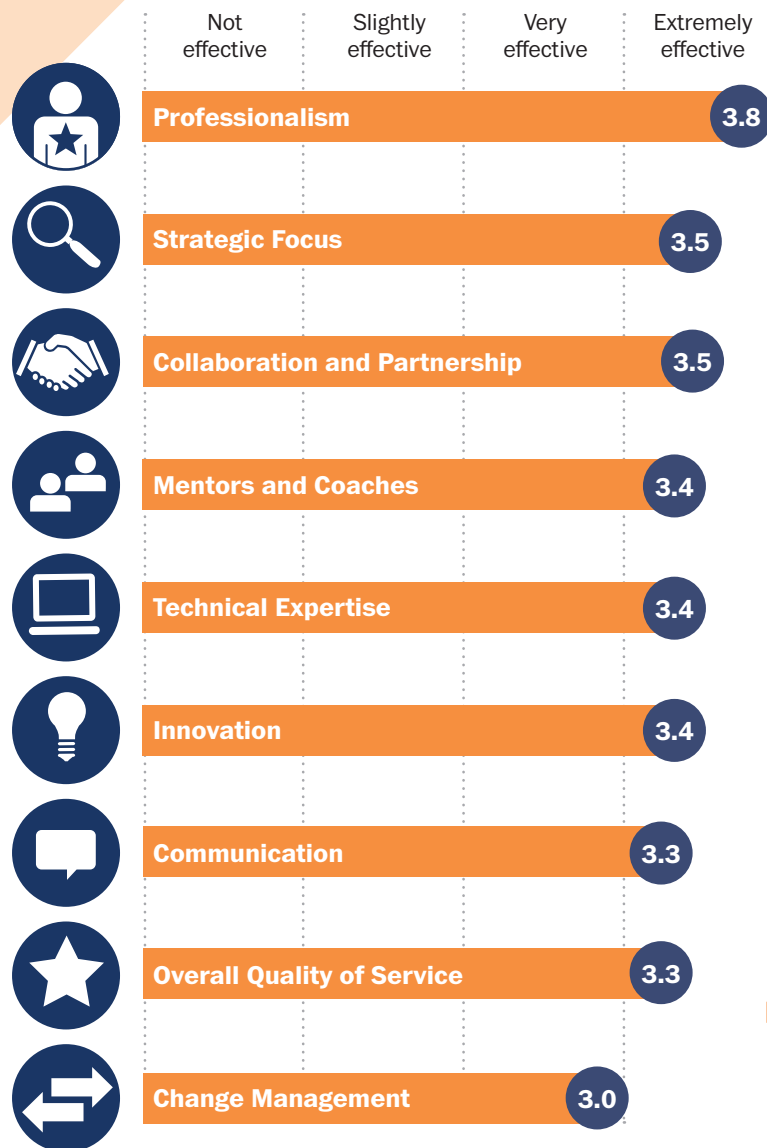
External presentations included: Southern Association of College and University Business Officers Annual Conference, ACC Fiscal Officers Annual Conference, and the Network for Change and Continuous Innovation (NCCI).

UVA is an institutional member of NCCI, providing access to best practices at other institutions. OE staff hold leadership roles on 3 NCCI committees: Professional Development Committee, Annual Conference Committee, and Excellence Committee. **Sarah Collie** received the 2015 NCCI Leader of Change award.

OE Continued Learning
- **Lee Baszczewski** - Liberating Structures Facilitator
- **Mary Brackett** - Certificate in Design Thinking

Annual Survey
OE Value to our Partners

ENGAGE

SIMPLIFY

ENABLE *the* MISSION

	Not effective	Slightly effective	Very effective	Extremely effective
Professionalism				3.8
Strategic Focus			3.5	
Collaboration and Partnership			3.5	
Mentors and Coaches			3.4	
Technical Expertise			3.4	
Innovation			3.4	
Communication			3.3	
Overall Quality of Service			3.3	
Change Management			3.0	

Research administration pre-award process mapping

OE Poster Session at JPJ Arena

"The OE team is a strategic guide that helps you think about "what" needs to get done and "how" to get it done across Grounds."

Organizational Excellence
Cultivating a Culture of Quality

Organizational Excellence continues to thrive in year three of its existence at UVA 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, chaired by Dean Bob Pianta; partnerships with functional areas; and high-engagement of faculty and staff stakeholders.

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