Organizational Excellence

Partnering for effectiveness and excellence

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

In response to COVID, OE adapted its service delivery to a virtual environment. This report highlights key collaborations across the University in academic year 2020-2021.

INITIATIVES

44

Partnerships with

935

community members

1360+ project and program participants, some pictured below...

IMPACT

93% of participants in programs applied skills and knowledge gained

93% of partners rated OE services as excellent

LEARNING PROGRAM PARTICIPANTS

39% from academic school/areas

61% from administrative areas

> *OE is one of those rare organizations that looks across the University, sees what needs to be done, brings the right people together, and implements solutions.*
>
> — Academic Partner

UNIVERSITY of VIRGINIA

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> **[OE is a] great value in enterprise-level and school-level knowledge of culture and operation.**

UNIVERSITY-WIDE

Initiatives with institutional reach and impact

Strategic and Operational Planning

- Curriculum (Re) Design (Lead Partner: Center for Teaching Excellence)
- COVID-19 Response and Reopening (Lead Partner: Sr. VP for Operations)
  - Fall 2020 Operational and Logistics Planning
  - Human Resources-Health System Process
  - Virus Case Management
  - Benchmark Peer Institutional Practices and Innovations
  - Shaping Our Spring: Feedback and Learnings from the Community
  - Spring 2021 Operational and Logistics Planning
- Reimagining Hybrid Work (Lead Partner: Academic Schools)

Process Improvement

- Faculty Hiring Improvements (Lead Partner: Provost Office)
- Enhancing Research Support (Lead Partner: School of Nursing)
- Partnerships with Local and SWaM Businesses (Lead Partner: Procurement Services)
- Executive Recruitment Optimization (Lead Partner: Executive Search Group)

Project and Change Management

- University Sustainability Plan (Lead Partner: Facilities Management)
- School COVID Readiness Planning and Implementation (Lead Partner: Administrative Associate Deans Working Group)

> **[OE gave] meaningful guidance on how to gather the feedback and put it into action.**

> **[OE] took the lead by translating our conversation into a detailed facilitation outline, preparing the invitation, facilitating the session, preparing materials, and sending a follow up.**

Fall 2020 and Spring 2021 Operations and Logistics Planning

Led by Colette Sheehy, Sr. VP for Operations, the OE team supported efforts among 12 operational workstreams addressing 60 high-level tasks in preparation for students, faculty and staff returning to Grounds. Given the vast scope of the operational planning, cross-functional collaboration and integration were key to success. Key deliverables included Design Principles, Planning Assumptions, Facility and Space Safety Standards, Service/Facility Reopening Plans and Tracking Implementation against Milestones.

99% of partners are **extremely likely to recommend OE** as a resource to other UVA organizations.

> **[OE] was exceptional at structuring to effectively draw insights, collectively build shared understanding, and carefully facilitated to ensure that all participants were equally engaged.**

Shaping Our Spring: COVID Feedback and Learnings from the Community

OE solicited feedback from more than 300 UVA students, faculty and staff to learn from experiences and to implement improvements to the University's COVID-19 services and processes for a safe and effective environment. The community shared insights about what's working well, identified improvement opportunities and generated specific ideas to address issues. The Safe and Effective framework comprised of six key elements:

- Facilities/Space (classrooms, offices, meeting, tents, amenities, cleaning, etc.)
- Communications/Information
- Student Services (dining, transportation, recreation, etc.)
- Academic Support Services (technology, libraries, etc.)
- Safety Compliance (policies, reporting, behavioral expectations, etc.)
- Testing and Tracing (notifications, process, etc.)

Curriculum (Re)Design

UVA's Center for Teaching Excellence and OE have collaborated over the past year to facilitate curriculum redesign work with the Department of Drama, Department of Religious Studies, Urban and Environmental Planning, Environmental Thought and Practice program, School of Data Sciences, Department of Music, Department of Teacher Education, and Master of Urban Design. The initiative addresses both curriculum content and the people involved in the redesign, using a design and change model to help academic departments facilitate the highly collaborative and complex process of curriculum redesign.

ACADEMIC SCHOOLS AND ADMINISTRATIVE UNITS

Initiatives that involve and benefit a single school, area, or department.

Strategic and Operational Planning

- School of Engineering, Chemical Engineering, Materials Science, Dean's Office
- School of Education and Human Development, Dean's Office
- School of Arts & Sciences, Dean's Office
- Student Health, Collegiate Recovery Program
- University Library, Information Services and Spaces, and Special Collections

Process Improvement

- Department of Safety and Security, Emergency Preparedness
- Undergraduate Admissions, Advising Corps

Organizational Effectiveness

- University Library, Senior Leadership Team and Staff Council
- McIntire School of Commerce, Dean's Office
- School of Education and Human Development, Dean's Office
- School of Engineering, Dean's Office
- School of Data Sciences, Dean's Office
- Facilities Management, Diversity, Equity and Inclusion
- School of Engineering, Faculty and Staff Affairs
- School of Medicine, Dean's Office
- School of Nursing, Symptom Science Research Group
- UVA Boar's Head Resort (Lead Partner: UVA Foundation)

Project and Change Management

- University Career Services, Career Communities
- School of Engineering, Dean's Office

[OE] helped us to engage the entire faculty, student and staff populations in meaningful ways—ensuring inclusive process....

[OE] conducted focused-yet-fun interactive sessions with all stakeholders that added to the quality of the product as well as the likelihood for buy-in.

McIntire Administrative Unit Review (AUR)

OE provided the framework and supported a virtual AUR of the McIntire School of Commerce information technology function. An AUR fosters administrative excellence; assesses the quality, efficiency, and effectiveness of services; and promotes continuous improvement in support of the school's and University's mission and priorities. A Self-Study by the functional area and a Review Team engaged more than 38 stakeholders, including all of the functional team and faculty and staff served by IT throughout the school. Those diverse perspectives and insights shaped a comprehensive view for the Review Team. The final report confirmed many strengths and provided recommendations for improvement.

[OE provided] expertise related to information management, team dynamics and increasing group productivity.

[We learned] flexibility, adaptation, aligning with our goals and intentions.

[OE] unleashed new value and a real democratization of meetings.

VMDO Architects / Virginia Hamrick Photography

Materials Science Engineering Strategy

The Department of Materials Science and Engineering (MSE) launched a strategic planning effort in late spring 2020. OE partnered with the departmental Strategy Committee to engage faculty, students, and staff in shaping the departmental direction. The interactive sessions provided opportunities to connect and develop ideas to advance the department in three main areas: enhancing research; elevating graduate education; and bolstering the student experience. This inclusive process led to the development of a shared vision, values, goals, and a roadmap to achieve the future state.

Project Management and Student Internships

OE delivered a Project Management workshop to over 30 career advisors who support the Propel Internship program, a partnership of alumni mentors and local companies. The session covered the phases of Project Management: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Advisors completed a basic PM template to understand and plan their work with a focus on providing project management support for students in the Propel program.

School of Data Sciences Curriculum Redesign Retreat

430+
university community members learned new skills and knowledge to apply in their work and connected with colleagues from all across Grounds in 10 OE learning programs. OE offers a variety of programs to enhance the University's overall capacity for improvement, innovation, and change.
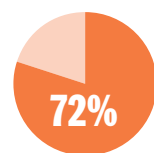
Quality CORE Network
Session topics included effective decision-making, adapting to change, healthy organizational tension and conflict, COVID response and opportunities, leading complex collaborations, engaging virtual meeting design, and courageous leadership.
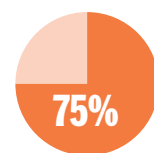

90% rated content applicable to work
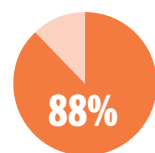
88% rated sessions as high value

72% reported a positive impact when they applied the skills and knowledge

75% shared learnings with one or more colleagues

> *Really enjoyed this way to look at problems in a different perspective.*

> *Very relevant content in general and detailed discussion specific to UVA.*

> *So appreciate these sessions and the ideas I come away with are always helpful.*

Hyper-Learning: How to Adapt to the Speed of Change Book Club
Darden Professor Ed Hess's book addresses how we humans will stay relevant in the workplace during the Digital Age. To become hyper learners we have to overcome our reflexive ways of being: seeking confirmation of what we believe, emotionally defending our beliefs and our ego, and seeking cohesiveness of our mental models. Professor Hess meets regularly with the group to discuss the book concepts and facilitate learning and application.

> *It's an opportunity to meet people across grounds, improve our organizational culture, impact the work we do within our units, and connect with our faculty and their scholarship.*
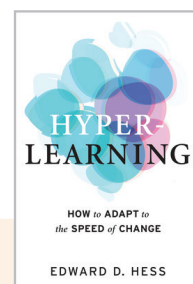
Network for Change and Continuous Innovation (NCCI)
OE sponsors the UVA institutional membership that provides open access to NCCI learning resources all year long. UVA staff and faculty participated in Communities of Practice, webinars led by higher education thought leaders, and the annual conference with colleagues from all across the country. Forty-eight participants from 14 areas across Grounds, including 4 schools and 10 administrative offices, engaged in the 2020 virtual conference.
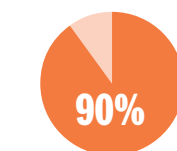
Workshops

Prosci Change Management

Three Day Certification Workshop

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

16 participants representing **4 academic schools/units** and **4 administrative areas**

90% agreed that the content is relevant to their work

100% reported likely to apply what they learned

> *The training was timely and relevant to my work here at UVA; and I am excited to immediately apply what I learned!*

> *I found the course, instructors, and my colleagues to be valuable in my personal development while also helping to increase my abilities to help the university.*

> *Helped provide a framework and shared language for success.*

Project Leadership for Innovative Results Program
The program provides participants with knowledge, skills, and tools to drive successful project initiatives. This program is designed for project or unit leaders who are responsible for delivering results and seek to increase their proficiency in project and change management. The six-month program kicked off in June 2021 with a cohort of **19** from the academic division and health system.

EXTERNAL PARTNERSHIPS
Collaborations outside of UVA that benefit the local community and higher education and enhance OE's network.

Advisement
Entities that contacted OE for guidance and assistance

9 Institutions:
Duquesne University, James Madison University, Penn State University, University of Pittsburgh, University of Southern California, Southern New Hampshire University, Virginia Commonwealth University, Washington University, Wayne State University

11 Organizations:
Australian Government Aged Care Quality and Safety Commission, Carilion Clinic, Center for Non-Profit Excellence, Central Virginia Economic Development, Colorado Department of Transportation, Erie Insurance, U.S. Food and Drug Administration, U.S. Department of Health and Human Services, Huron Consulting, Small Business Development Center, State Farm Insurance

Engagements
Consulting with UVA-affiliated and member organizations

- Boar's Head Resort/UVA Foundation
- Charlottesville Regional Chamber of Commerce Board of Directors
- Council of State Senior Business Officers
- Virginia Research Libraries

External Presentations/Publications

- *Leadership by Doing: Learnings from 44 Years of Practice*, 2021 NCCI Annual Conference
- *Leveraging a Change Management Framework for Curricular Redesign*, 2021 NCCI Annual Conference
- *University of Virginia Advancement 2021 Reopening Plan*, Prosci Return to Work Advisory Board
- *Leading Improvement, Innovation, and Change: Principles for Organizational Excellence in Higher Education*, Duquesne University 2020 Administrative Leadership Series
- Liberating Structures: Including Every Voice in Shaping the Future, 2020 International Association of Facilitators Annual Conference
- *What Have Leaders Learned from COVID-19?*, Darden Ideas to Action, October 2020

Professional Engagement

- Network for Change and Continuous Innovation (NCCI)
  - Board and Committee Member
  - UVA Institutional Membership – 48 UVA participants at 2020 conference
- Prosci Return to Work Advisory Board Member

International Association of Facilitation 2020 Gold Facilitation Impact Award

Project Rebound, the local economy recovery effort led by the Charlottesville Regional Chamber of Commerce with economic partners from the City, Albermarle County and UVA, was one of 17 projects selected from around the globe to be recognized. The award honors the project and the OE facilitators, who convened more than **35** virtual industry-specific committee meetings and community sessions, gathering input from nearly **300** local stakeholders to collaboratively launch plans for economic recovery and resilience in the wake of COVID.

Left to right: Mary Brackett (OE), Sarah Collie (OE), Elizabeth Cromwell (Chamber). Not pictured Reid Thompson (OE).

Organizational Excellence

Partnering for effectiveness and excellence

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.

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