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.
UNIVERSITY-WIDE

Initiatives with institutional reach and impact

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.

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.

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

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.

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

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 is a great value in enterprise-level and school-level knowledge of culture and operation.
**Academic Schools and Administrative Units**

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

**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. These diverse perspectives and insights shaped a comprehensive view for the Review Team. The final report confirmed many strengths and provided recommendations for improvement.

**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.

**School of Data Sciences Curriculum Redesign Retreat**

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.
LEARN & CONNECT: QUALITY COMMUNITIES

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

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

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.

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

Engagements: Consulting with UW-affiliated and member organizations
- Boar’s Head Resort/UA 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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