

Organizational Excellence

Mission: Partnering for effectiveness and excellence

Vision: Unleash and amplify the impact of UVA

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, *A Great and Good University: 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



Enable Discoveries that Enrich and Improve Lives

Strengthen Our Foundation

Make UVA Synonymous with Service

Cultivate the Most Vibrant Community in Higher Education

1,660+ members of the community engaged with OE:

1,425+ in initiatives

235+ in learning programs

UNIVERSITY-WIDE

Initiatives with institutional reach and impact

STRATEGIC AND OPERATIONAL PLANNING

- **ERI IdeasUVA**
(Lead Partner: Environmental Resilience Institute)
- **ITAC Annual Retreat**
(Lead Partner: Information Technology Services)
- **Student Advising Retreat**
(Lead Partner: Provost Office)
- **Virginia Research Libraries**
(Lead Partner: University Library)

PROCESS IMPROVEMENT

- **Institutional Research Compliance Systems Feedback**
(Lead Partner: Office of VP Research)
- **Innovation - Sharing Scalable Solutions**
(Lead Partner: Organizational Excellence)
- **Strategic Research Infrastructure Initiative**
(Lead Partners: Offices of the Provost and VP for Research)

ORGANIZATIONAL EFFECTIVENESS

- **Archives Leadership Institute Grant**
(Lead Partner: University Library)
- **Psychological Safety among Graduate Students**
(Lead Partner: Institutional Research and Analytics)

PROJECT AND CHANGE MANAGEMENT

- **Chairs Summit - Planning a Project**
(Lead Partner: Faculty and Staff Senate)
- **Curriculum Redesign**
(Lead Partner: Center for Teaching Excellence)
- **HHMI Driving Change Grant**
(Lead Partner: Provost Office)
- **Collaboration Opportunities**
(Lead Partner: UVA Health)
- **Integration of UVA Community Health into Health System** (Lead Partner: UVA Health)
- **Student Advising Communications**
(Lead Partner: Provost Office)
- **Student Engagement and Sustainability Planning**
(Lead Partner: Office for Sustainability)

Enabling Research: The Strategic Research Infrastructure Initiative

The University launched a research infrastructure project in fall 2022 with the goal of identifying **investments that would advance the University's research goals**. Six working groups put forward nearly 100 recommendations to the **Steering Committee**. OE supported the Steering Committee's integrated review of the recommendations in order to **sort and prioritize the recommendations** for consideration by leadership and bring the project to closure.



“
Amazing all around. From planning to execution to follow-up/summary. I can't recommend them highly enough.
”

“
Without exception, you take a professional and innovative approach to solving university-level problems. Thank you for keeping an eye on the big picture!
”

UVA-AFFILIATED

Collective Power of the Virginia Research Libraries (VRL)

For the third time in three years, OE partnered with the Virginia Research Libraries. The VRL is an informal network of similar institutions that join forces to address common needs on individual campuses together. More than 40 librarians and staff from **eight of Virginia's research institutions** gathered to explore how they can continue to work collectively to **enhance services** in support of higher education.



Photo by Tom Cogill

HHMI Driving Change Grant Gives STEM Students Vital Support

In the fall of 2022, UVA was awarded a five-year grant from the Howard Hughes Medical Institute with the goal of driving sustained culture change so undergraduate students from all backgrounds, particularly those who belong to historically excluded groups, will **excel in STEM**. OE is partnering with the **Provost's Office** on the department-centered change aspects of the grant. The grant also includes a student initiatives component. The work spans **15 UVA academic departments** and collaborators from **18 supporting units**.



“
...an invaluable resource in attentively listening to our needs, guiding us towards defining specific goals, creating a roadmap to get to our goal destination, and keeping us on a schedule that assured continual, measured progress.
”

ideasUVA: Tapping Collective Wisdom Across Grounds

OE launched a new online tool, ideasUVA, that runs on the IdeaScale platform. With robust functionality to support innovation from idea creation to refinement to evaluation and implementation, OE ran several **pilots to crowd-source ideas**. These pilots served as a proof of concept for the **power of collaboration** and how this tool can support various large-scale initiatives across Grounds.



Planning the Future of the UVA Foundation Research Parks

OE led a planning retreat as a part of the overall strategic planning initiative to **envision the future** of the University's Discovery Parks, formerly known as research parks. In part one, diverse stakeholders from **UVA schools, central services, and leadership along with community members and current tenants** provided insights about park collaborations and opportunities. In the second part, **UVAF Board representatives and strategic advisors** engaged in facilitated dialogues to provide guidance for the next phase of planning.

ACADEMIC SCHOOLS AND ADMINISTRATIVE UNITS

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

STRATEGIC AND OPERATIONAL PLANNING

- School of Education and Human Development
- School of Law, Library
- University Library
- University Police Department, Community Engagement
- School of Nursing
- University Communications

ORGANIZATIONAL EFFECTIVENESS

- School of Arts and Sciences, Associate Dean Leadership
- School of Arts and Sciences, Undergraduate Programs
- School of Arts and Sciences, Chairs Leadership
- School of Arts and Sciences, Senior Leadership Team
- School of Arts and Sciences, Sociology Department
- School of Data Science, Student Affairs
- School of Data Science, Dean's Cabinet
- School of Data Science, Dean's Office
- University Library, Senior Leadership Team
- University Library, User Experience
- University Library, Scholarly Resources and Content Strategy & Research and Learning Services
- Darden School of Business
- School of Engineering, Diversity, Equity, and Inclusion
- School of Engineering, Career Services
- School of Engineering, Civil and Environmental Engineering
- School of Engineering, Research
- Contemplative Sciences Center
- Environmental Resilience Institute
- Procurement Services
- Gordie Center
- Virginia College Advising Corps

PROJECT AND CHANGE MANAGEMENT

- Facilities Management, Programs and Informatics

“The process OE facilitated allowed the voices of many stakeholders and constituents to be heard in an interactive, high-energy fashion. We gained important perspectives and hundreds of ideas.”

Arts and Sciences Department Chair Leadership Series: Learning Together

Associate Deans Sarah Betzer, Laura Galloway, and Jenn Bair launched The Chair Leadership Series for all department chairs in the College. OE supported the program design and delivery with the goals of fostering:

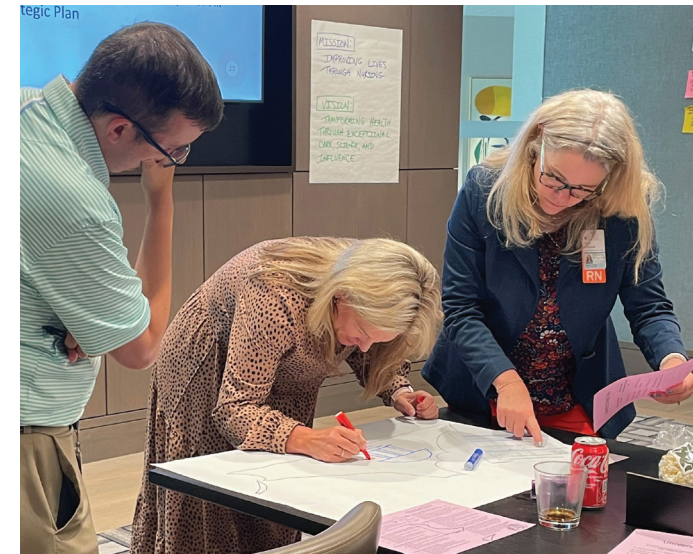
- **Networking and collaborating** on unique aspects of the role of a department chair to support the success of those serving in the role.
- **Sharing effective practices and collective wisdom and experience** to support newer members of the cohort.
- Creating an environment that fosters **learning, curiosity, and comfort with asking questions.**

Specific topics identified by chairs included effective strategic planning, fostering a healthy department culture, building a departmental leadership team, and streamlining and consolidating work to prioritize activities.



“The series resulted in a sense of community among department chairs. With OE’s assistance, we ran a series of lively structured discussions about how to lead a department that ranged from thinking about strategic planning to trying to figure how to pare down.”

– Dr. Laura Galloway,
Associate Dean for the Sciences and Research and Professor
College of Arts & Sciences



School of Nursing Strategic Planning for an Extraordinary Future

“OE has been marvelous in helping us develop our strategic plan in a way that everyone can contribute and be heard. As an organizational researcher, their approach to include everyone is the only way to create a meaningful plan with ownership and buy-in.”

– Dr. Marianne Baernholdt,
Dean and Professor
School of Nursing

OE partnered with the School of Nursing (SON) in **collaborative strategic planning** throughout the academic year. All faculty and staff had several opportunities to contribute to shaping the future of SON. Guided by a Strategy Working Group and the Dean’s Council, the school’s strategic plan evolved through ideation, collaboration, and refinement into an **action-oriented plan** with mission, vision, values, goals, and initiatives. On target to finalize their plan this fall, the next phase is implementation planning.



Understanding the Journey of Data Science Students

OE partnered with the **Student Success Task Force** team in the School of Data Science to better understand the experiences of undergraduate and Master’s students. The work yielded a useful list of **student motivations, behaviors, and expectations.** The **full student experience** was considered from applying to the program through staying connected as alumni. The collective work resulted in role clarification, what is working well, and opportunities for improvement for each step.

“I appreciate how the design thinking methods guide us in developing our new student support process. As a new academic unit, it’s been wonderful to have OE support. The team left these sessions with energy to move forward and get to work.”

– Dr. Dahlia Hylton,
Associate Dean of Student Affairs
School of Data Science

“I was thrilled to see the level of participation and engagement from our faculty. It was good for us to come together and strategize in this format and it appeared that there was ample opportunity for all voices to be heard.”

LEARN & CONNECT: QUALITY COMMUNITIES

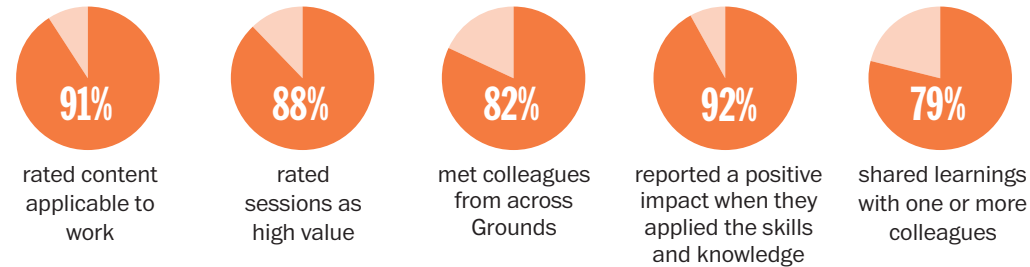
235+ UVA community members learned new skills and knowledge

to apply in their work and connected with colleagues from across Grounds in eight 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 concepts for leading change, subtraction thinking, creating **psychological safety** for innovation, facilitating **collaboration** for better results, demonstrating **courage at work**, enhancing **observation and communication skills**, and supporting others through **organizational change**.



“
The breakout sessions were terrific! I met people in departments that I had no idea even existed.
”



Top: Clinician's Eye session; bottom: Cornerstone Leadership session

“
Great information in a wonderfully approachable format
”

Immersive programs

Strategic Doing Practitioner Training Pilot

A group of UVA faculty and staff enrolled in this training to learn how to help open, loosely connected networks collaborate effectively. The Strategic Doing framework enables people to launch action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way. Participant feedback on the training will assist OE in the design of future offerings.

“
I very much appreciated the balance between theory and application – understanding the big picture/concepts as well as specific ways that those are implemented in practice.
”



Network for Change and Continuous Innovation (NCCI)

OE sponsors the UVA institutional membership providing access to NCCI learning resources and a network of colleagues from across the nation. More than **200 UVA faculty and staff** hold an active status with NCCI and have engaged in formal programs of communities of practice, webinars led by higher education thought leaders, and the annual conference.



Subtraction Thinking session

UVA Highlights at the 2022 Annual Conference

- Presentation by UVA OE Staff: “Planning as a Verb Not a Noun”
- 37 participants from 7 schools and 8 administrative offices

UVA Highlights at the 2023 Conference

- UVA Faculty Keynote “Subtraction Thinking: When Less is More” by Leidy Klotz, Professor, Civil and Environmental Engineering
- Presentations by UVA OE Staff: “An Inside Look at Excellence: Perspective from Three Universities” (a collaboration with UNC and Clemson); “Building Awareness and Engagement – How to Increase the Impact of Your Institution’s NCCI Membership”

“
Subtraction significantly shifted my way of viewing problem-solving.
”



Psychological Safety session

SERVICE AND DEVELOPMENT

Professional Service and Learning

- UVA Cornerstone Leadership Program Mentors
- UVA Cornerstone Leadership Session: Leading Through Collaboration
- UVA Internship Placement Program (IPP), Sponsor Undergraduate Student Interns
- Averett University Board of Trustees
- Designing and Activating Strategy Ideo class
- Network for Change and Continuous Innovation (NCCI):
 - Board of Directors, Executive Committee, Treasurer, Finance Committee, Conference Committee, Conference Site Selection Committee, Advisory Group, Education Council
 - 2023 NCCI Dr. Brent D. Ruben Award - Dr. Sarah L. Collie
- Strategic Doing Practitioner
- Working Genius Certified Facilitator



Sarah Collie received the **2023 Dr. Brent D. Ruben Award** in appreciation of her leadership in sustaining NCCI to advance excellence in higher education.

External Partnerships

Collaborations outside of UVA that benefit higher education and enhance OE's network.

16 Institutions:

- | | |
|--------------------------------|------------------------------------|
| • Clemson University | • University of North Carolina |
| • George Mason University | • Northwestern University |
| • George Washington University | • Penn State University |
| • Harvard University | • University of South Carolina |
| • University of Illinois | • Texas A&M University |
| • James Madison University | • Tulane University |
| • Lehigh University | • University of Washington-Bothell |
| • Morehouse College | • West Virginia University |

4 Organizations:

- American Association of State Colleges and Universities (AASCU)
- Education Advisory Board
- The Table Group
- Virginia Academy of Science, Engineering, and Medicine

Organizational Excellence



OE Governance: Organizational Excellence Leadership Council, chaired by Justin Thompson, Sr Associate Dean and COO, School of Education and Human Development; Executive Sponsors: EVP-Provost Ian Baucom; EVP-COO Jennifer (J.J.) Davis

OE Team Members: Sarah Collie, Mary Brackett, Tim Kelley, Adam Seid, Becky Sowers

Student Interns: Erin McIlhinney, Angelina Tomseth

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

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