

Organizational Excellence

MISSION:

Partnering for effectiveness and excellence

VISION:

Unleash and amplify the impact of UVA

*Great and Good:
Cultivate
the Most
Vibrant
Community
in Higher
Education*

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 across Grounds to:

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

*Great and Good:
Enable
Discoveries that Enrich
and Improve
Lives*



*Great and Good:
Strengthen
Our
Foundation*

*Great and Good:
Make UVA
Synonymous
with Service*

1,522+

members of the community engaged with OE:

1,063+ in initiatives

459+ in learning programs

UNIVERSITY-WIDE AND BEYOND

INITIATIVES WITH INSTITUTIONAL REACH AND IMPACT ON OUR REGION, HIGHER EDUCATION, AND SOCIETY

STRATEGIC AND OPERATIONAL PLANNING

- **Environmental Institute Idea Generation**
(Lead Partner: Environmental Institute)

ORGANIZATIONAL EFFECTIVENESS

- **American Association of State Colleges and Universities Emerging Leaders Program** (AASCU)
- **Archives Leadership Institute Grant**
(Lead Partner: University Library)
- **iTHRIV Retreat**
(Lead Partner: VP for Research)
- **University of North Carolina, Organizational Excellence Team**

PROJECT AND CHANGE MANAGEMENT

- **Generative AI and Teaching**
(Lead Partner: Provost Office)
- **HIMI Driving Change Grant**
(Lead Partner: Provost Office)
- **Religious Diversity and Belonging Focus Groups**
(Lead Partner: Provost Office)



Co-creating iTHRIV's NIH Proposal

OE collaborated with co-directors of the Integrated Translational Health Research Institute of Virginia (iTHRIV) to design and deliver a workshop to inform a National Institutes of Health (NIH) proposal and guide iTHRIV's future direction. Stakeholders from **UVA Health, the University of Virginia, Virginia Tech, Virginia Tech Carilion Institute, Virginia State University, Carilion Clinic, and the Virginia Department of Health** met at UVA. They identified **key opportunities in translational science** to advance institutional strategies, address community needs, and align with NIH priorities.

"The planning and the follow up was excellent and tailored to our team's specific needs. OE allowed us to bring stakeholders together from across the state and have an engaged and effective session to get input from all."

– **Dr. Karen C. Johnston,**
Professor of Neurology, Associate Vice President
for Clinical & Translational Research and
Director, iTHRIV



Supporting Regional Entrepreneurship

Representatives from **11 entrepreneur supporting organizations**, including **Venture Central, UVA Licensing and Ventures Group, and UVA Economic Development**, participated in a session to collectively consider how to **enhance the regional entrepreneurship ecosystem**. The group generated a shared direction, shaped ideas for progress, discussed industry-specific issues, and prioritized near-term actions.

"In my decade working in entrepreneurship in this region, I've never before seen such a collaboration. What a terrific and productive experience!"

– **Rebecca Haydock,**
Managing Director, Venture Central
Director, Central Virginia Small Business Development Center

Developing Leaders: Archives Leadership Institute

The University Library secured a **three-year grant** from the National Archives **to develop leaders among archivists and memory workers**. OE partnered with the Institute's faculty to deliver the week-long, experiential leadership development program on Grounds. Topics included self-knowledge and individual growth, organizational leadership, and responsible stewardship.

"It was an extremely thought-provoking, challenging, and moving week!"

"A truly amazing transformative experience."

"This week created a safe space where we worked through our layers of vulnerability, inspiration and action."

– **Participants, Cohort 2024**



“
They were very
planful, organized, and
proactive.
”

39
PARTNERSHIPS

100%
OE PARTNERS REPORT
ACHIEVING PURPOSE & GOALS

98%
LIKELIHOOD OF OE PARTNERS
TO RECOMMEND OE

ACADEMIC SCHOOLS AND ADMINISTRATIVE UNITS

INITIATIVES THAT INVOLVE AND BENEFIT A SINGLE SCHOOL, AREA, OR DEPARTMENT

STRATEGIC AND OPERATIONAL PLANNING

- College of Arts and Sciences, African American and African Studies
- College of Arts and Sciences, Coastal Research Center
- School of Data Science, Student Affairs
- School of Education and Human Development
- School of Medicine, Public Health Sciences
- School of Nursing
- Office of the President, Miller Center
- Office of the President, University Communications
- Provost Office, University Press
- Provost Office, Virginia College Advising Corps
- Student Affairs, Gordie Center

PROCESS IMPROVEMENT

- School of Engineering and Applied Science

ORGANIZATIONAL EFFECTIVENESS

- College of Arts and Sciences, Chairs Leadership Program
- Darden School of Business, Student Affairs
- School of Education and Human Development, Academic Programs and Student Affairs
- School of Education and Human Development, Leadership Foundations and Policy
- School of Education and Human Development, Senior Leadership Team
- School of Engineering and Applied Science
- School of Engineering and Applied Science, Office of Diversity, Equity and Engagement
- School of Engineering and Applied Science, Material Science
- University Library, Information Technology
- University Library, Preservation Services
- University Library, Special Collections
- Office of the President, Executive Search Group

PROJECT AND CHANGE MANAGEMENT

- School of Data Science
- Information Technology Services
- McIntire School of Commerce

Advancing Research Together: School of Engineering Retreat

Over **120 faculty** gathered for a day-long research retreat, grounded in peer learning. OE partnered with the school leadership and faculty to design and deliver the programming. A variety of formats – lightning talks, posters, a fishbowl conversation, affinity discussions, and more – **created space for interaction, connection, and dialogue to elevate an individual's research and foster collaborative endeavors.**



“Before our event, OE spent many hours working with us to understand the goals of our research retreat, and then they designed a very creative session that maximized faculty participation and engagement. On the day of the retreat, they ran their sessions expertly and very effectively. OE was a big reason for why our retreat was successful.”

– **Dr. Fred Epstein,**
Professor and Associate Vice President Research
School of Engineering and Applied Science
Office of the VP for Research

Connecting and Aligning University Library Information Technology (IT)

OE supported the University Library IT Department's retreat to enhance **cohesiveness, alignment, and planning.** With the completion of the Shannon Library renovation, the team can now work together in one location and integrate their work in new ways. Collectively, they **learned from past success, clarified functional responsibilities, and identified specific ways** to advance the Library's priorities.

“Not only were we able to reconnect as a department after a long hiatus apart, we also came away with several tangible insights, as well as improvements in how we can better serve the UVA Library and our patrons.”

– **Stan Gunn,**
Executive Director for Information Technology
University Library

“
Highly effective,
high productive partner
for every engagement
with which I've been
involved.
”

“
OE was really helpful
in bringing creative
approaches to our planning
to help ensure engagement
of a diverse group of
people on a complex topic.
”

Increasing Productivity by Understanding Your and Others' Working Genius

OE introduced Patrick Lencioni's Working Genius (WG) toolkit to teams from the **Virginia College Advising Corps, Executive Search Group, and Darden Global Initiatives.** This toolkit helps teams understand and enhance collaboration, improve teamwork effectiveness, and boost productivity. Each team gained insight into their unique Geniuses, understood how the composition of the team drives results, and identified ways to collaborate more effectively based on their collective profiles.



“We have a better sense of each other's preferences, natural tendencies or strengths, and triggers or weaknesses. Therefore, we are better able to allocate work across the team efficiently and in a way that plays to strengths as much as possible.”

– **Kate Beach**
Executive Director, Darden Center for Global Initiatives

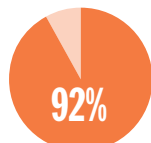


Collaborating on the School of Education and Human Development (EHD) Strategic Plan

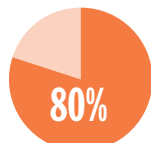
Expanding upon initial work, OE partnered with EHD to **involve faculty and staff** in creating their strategic plan. Over 150 faculty and staff members contributed to shaping the **school's mission, vision, and strategic focus areas.** The EHD Leadership Team refined the input and developed **strategic goals and specific initiatives** to achieve them.

LEARN AND CONNECT OE LEARNING PROGRAMS

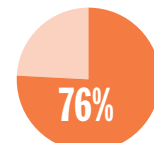
459+ UVA community members gained new skills and knowledge through **eight OE learning programs** and connected with colleagues across Grounds. These programs enhance the University's capacity for **improvement, innovation, and change.**



92%
rated content applicable to work



80%
engaged with colleagues from different areas



76%
shared learnings with one or more colleagues

IMMERSIVE PROGRAMS

Strategic Doing: UVA Cohort

OE sponsored a **three-day workshop** on how to create and sustain **action-oriented collaborations** to address priorities, opportunities, and challenges across the university. Participants represented **13 different areas**, including schools, academic centers and institutes, and central offices. Several participants are using Strategic Doing tools and concepts to improve STEM student success as part of the HHMI 'Driving Change' grant.



Learning Across Higher Education: Network for Change and Continuous Innovation (NCCI)

OE sponsors UVA's institutional membership that provides access to resources and a network of colleagues from across the nation. More than **200 UVA faculty and staff** hold an active NCCI status and engage in programs, webinars, and the annual conference.



SHORT SESSIONS

These programs provide **applied, interactive learning opportunities** for colleagues from all areas at the university. Many sessions are delivered by UVA faculty who share their expertise and invest in the development of our broader university community. This year we are grateful to our UVA learning partners from the **Center for Survey Research** (Dr. Kara Fitzgibbon), **School of Medicine** (Dr. Julie Haizlip), and **McIntire School of Commerce** (Dr. Jeffrey Lovelace). Additional sessions were delivered by external partners or designed for peer-to-peer sharing and learning.

Session topics included:

- Artificial Intelligence
- Learning from Failure
- Project Management
- Survey Design
- Appreciative Practices
- Facilitative Techniques
- Working Genius



“
Excellent topic, very informative and I felt the subject can be immediately implemented.
”

“
Great for thinking about the various applications & experiences.
”

“
Wonderful program, thank you! Very valuable! Content + speaker was excellent.
”

SERVICE AND DEVELOPMENT

External Partnerships

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

23 Institutions:

- University of Arizona
- Arizona State University
- Athabasca University-Canada
- UC San Diego
- University of Colorado-Anschutz Medical Campus
- Concordia University
- George Washington University
- Harvard University
- University of Illinois
- Indiana University-South Bend
- University of Kentucky
- Lehigh University
- University of Maine System
- University of North Carolina
- Penn State University
- Piedmont Virginia Community College

- Rensselaer Polytechnic Institute
- Rutgers University
- University of South Carolina
- University of South Florida
- Texas A&M University
- University of Victoria-Canada
- University of Wisconsin-Madison

6 Organizations:

- American Association of State Colleges and Universities (AASCU)
- Baxter Healthcare
- The Gates Foundation
- U.S. Department of Health and Human Services
- National Archives
- Nuclear Regulatory Commission



Left: UNC Organizational Excellence

Key Professional Service

OE team contributions to UVA and higher education

- Averett University, Board of Trustees
- Contributor, Liberating Structures Stories from the Field
- Network for Change and Continuous Innovation (NCCI): Advisory Group, Annual Conference Committee, Board of Directors, Education Council, Executive Committee, Finance Committee, Membership and Outreach Committee, Treasurer
- Annual Conference Presenters:*
 - *Digital Transformational Excellence (co-presenter with Transforming Solutions, Inc.), NCCI 2024*
 - *An Inside look at Excellence: Perspectives from three universities (co-presenter with Clemson and UNC), NCCI 2023*
 - *Building Awareness and Engagement: How to increase the impact of your institution's NCCI membership, NCCI 2023*
- UVA Cornerstone Leadership Program Mentors
- UVA Cornerstone Leadership Session: Purpose-Driven Collaboration

Key Professional Learning and Development

Formal OE team learning experiences to enhance our expertise

- Barrett Values Centre
- Crucial Influence
- The Fearless Organization: The Leader's Toolkit
- Killman Diagnostics Conflict Resolution
- Leading Change in Higher Education
- Navigating Culture with AI
- Network for Change and Continuous Innovation (NCCI) Annual Conference

Organizational Excellence



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

Student Interns: Anh Ly, Angelina Tomseth

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

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